

9
INSTALLATION EVALUATION REPORT

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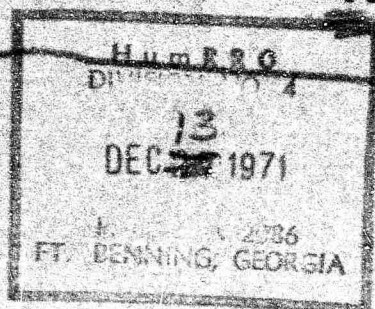
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MODERN

VOLUNTEER

ARMY

EXPERIMENT

1971



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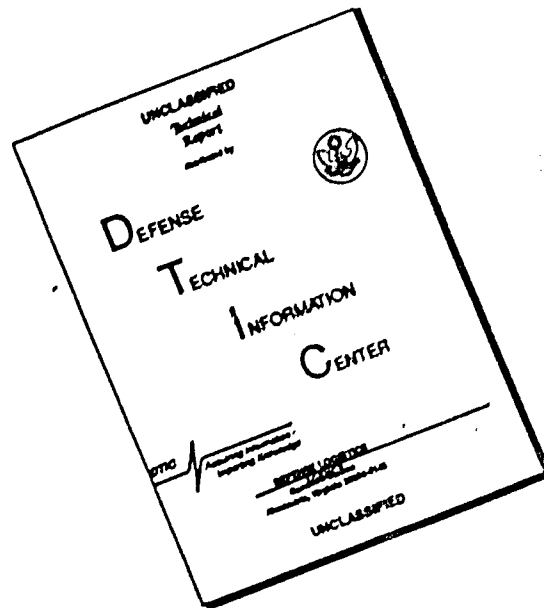
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FOR THE CHIEF:

A large, stylized handwritten signature in black ink, which appears to read "Alexander Nicolini".

ALEXANDER NICOLINI
Major, Infantry
R&D Coordinator



DEPARTMENT OF THE ARMY
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FORT BENNING, GEORGIA 31905

AJIVA

26 July 1971

SUBJECT: Installation Evaluation Report, Modern Volunteer
Army Experiment - 1971

Special Assistant, Modern Volunteer Army
Department of the Army
Washington, D.C. 20310

1. References:

- a. Message, ATPER-VOLAR, HQ USCONARC, 181924Z June 1971, subject as above.
- b. The Fort Benning Plan for Movement Toward a Modern Volunteer Army, 19 November 1970; Education and Training Addendum, 18 February 1971; and Change 1 to The Benning Plan, 9 March 1971.
- c. Letter, AJIVA HQ USAIC, 1 July 1971, subject: MVA Quarterly Command Report.

2. The initial stages of the Modern Volunteer Army Program at Fort Benning consisted of implementing as many approved actions as possible in order to have a comprehensive base for evaluation of the overall program. The basic thrust of the effort was to initiate measures which would develop a more professional environment, provide soldiers with a better life for which young men would enlist, and to generate increased public esteem for the Army. Successfully achieved, these measures would contribute to a reduced reliance on the draft.

3. In order to evaluate the effectiveness of Fort Benning's program toward the overall goals, a baseline attitudinal survey was made at the beginning and at the end of the test period to measure changes in attitudes toward the Army and career intentions. The same surveys were also given at Fort Knox, Kentucky, in order to have a control group for comparison. A detailed evaluation of the program is at TABS A - D.

AJIVA

26 July 1971

SUBJECT: Installation Evaluation Report, Modern Volunteer Army
Experiment - 1971

4. During the period of the test, approximately 100 actions were implemented which required little or no funding and something over \$5,000,000 in funded actions were implemented or are still in the process of being implemented. Very early in the program we recognized that the individual changes being made were definitely not enough in themselves to influence large numbers of young soldiers to make the Army a career. However, when taken in total, it is now apparent that these actions constitute a major step in the right direction. Perhaps the most notable achievement of the VOLAR program has been the creation of a more receptive attitude toward the Army while at the same time making Fort Benning and the Army a substantially better place in which to live and work. This point is developed in detail at TABS A and B.

5. The receptive attitude which has been created is only the initial step. At the end of Phase I of the experiment, the Modern Volunteer Army Program is still far from reaching the "All Volunteer" goal. Having completed Phase I, however, we are convinced that the most critical time lies ahead. There is real hope that a truly volunteer situation can perhaps, in fact, be created within the next 18 months. Any discontinuation of significant projects will result in a diminution of the receptiveness which has been attained at such effort. Actions requiring funds must be carefully considered in order to identify as accurately as possible those actions which are most productive and those which cannot be supported Army-wide on a continuing basis.

6. Now that the second stage of the test has begun, Fort Benning has oriented itself to maintaining the momentum established in Phase I, continuing to improve and refine the program. The results of Phase I have convincingly demonstrated the potential of Project VOLAR. This concept has proved itself fully deserving of the imagination, energy, and resources necessary to move towards a truly professional Volunteer Force.



4 Incl
as

ORWIN C. TALBOTT
Major General, USA
Commanding

CF: CG, TUSA
CG, CONARC

TAB A

INSTALLATION EVALUATION REPORT

MODERN VOLUNTEER ARMY EVALUATION

1971

| | |
|---------------------------------|---|
| ACCESSION for | |
| NTIS | White Section <input checked="" type="checkbox"/> |
| DDC | Buff Section <input type="checkbox"/> |
| UNANNOUNCED | <input type="checkbox"/> |
| JUSTIFICATION | |
| REPORT COMPLETE | |
| BY AS IS | |
| DISTRIBUTION/AVAILABILITY CODES | |
| Dist. | Avail. and/or SPECIAL |
| A | |

SUMMARY AND CONCLUSIONS

INTRODUCTION

When the decision was made to establish Fort Benning as one of the Army's initial VOLAR experimental posts, guidance was given that evaluation of the effects of VOLAR actions should be given a high priority. Accordingly, action was initiated at Fort Benning to develop an evaluation plan at the same time as planning was initiated for the VOLAR actions themselves. The principal evaluation tool was a questionnaire that assessed (a) career intentions and attitudes toward Fort Benning, (b) general attitudes toward the Army and military service, and (c) attitudes toward the specific VOLAR actions identified for implementation at Fort Benning. This questionnaire was given to a large sample of enlisted and officer personnel at Fort Benning both prior to implementation of VOLAR actions, and in June 1971, after the VOLAR program had been in operation for approximately six months. It was intended to assess the impact of VOLAR actions in terms of any change found on the questionnaire between the times of the two testings. In order to enable the evaluation group to distinguish between changes attributable to Fort Benning VOLAR actions and those attributable to Army-wide actions, a comparison post was also selected (Fort Knox), and similar personnel were surveyed there at the same times as the initial and follow-up surveys were conducted at Fort Benning.

FINDINGS

1. When attitudes toward specific VOLAR actions were assessed, it was found that the VOLAR program at Fort Benning had had a massive impact on attitudes of enlisted personnel toward these action objectives, and only a slightly smaller impact on officers' attitudes. The actions with highest impact, for both officers and enlisted personnel, are generally those which (a) reduced the amount of menial work required of soldiers which was not a part of their MOS duties, (b) provided more privacy and freedom within troop barracks, (c) decreased the amount of control exercised over the soldier during non-duty time, and (d) provided evidence that the Army is more concerned with equitable treatment of the soldier.

2. Four general attitudes toward military service were found among first-tour personnel of all ranks. These reflected the following needs:

- a. A need to feel pride in the Army and in military service.
- b. A need to feel that rewards provided by the Army for military service are equitable, and demands are not excessive.

c. A need for security, both material and psychological.

d. A need for Leadership that is both competent and understanding.

3. Analysis of these four general attitude areas indicated that there were generally (though small) favorable changes, during the period of the VOLAR experiment, in officer attitudes, with the exception of extended-tour officers at Fort Knox whose responses indicated negligible change from one testing to the other. However, these could not be attributed to VOLAR actions at Fort Benning, because similar changes occurred, at least among first-tour officers, at Fort Knox also. The possibility remains that Army-wide VOLAR actions might have produced these effects.

4. Changes in general attitudes among enlisted personnel, particularly first-tour personnel, were slight, except for attitudes about inequities. In this one area, attitudes were significantly more favorable at Fort Benning at the time of the second testing. The logic of the evaluation suggests that this change can be attributed to VOLAR actions at Fort Benning, i.e., improvement in this area was a principal objective of Fort Benning actions, and attitude improvement occurred at Fort Benning in this area, though not at Fort Knox. There was some evidence, also, that a trend might be developing at Fort Benning toward more favorable attitudes about leadership, but this trend did not reach statistical significance.

5. However, analysis of low and no-impact VOLAR items suggests that leadership-oriented actions had less impact than they should have had. The implication is that more emphasis may profitably be placed on this difficult area in future VOLAR planning. Also, the lack of change in attitudes about the security and pride in Army need areas suggests that these also might fruitfully be the target for future VOLAR planning.

6. Analysis of career intentions and actual reenlistment experience at Fort Benning during the period of the VOLAR experiment revealed a somewhat more favorable picture than at Fort Knox. However, actual reenlistment experience at Fort Benning was no better during this period than during CY 1970 for the two primary target groups (first-tour officers and first-tour enlisted men); lacking data for Fort Knox for CY 1970, it consequently is not possible to say whether VOLAR has impacted on actual reenlistments at Fort Benning. There was a trend among enlisted first-tour personnel at Fort Benning toward more favorable career intentions, but this did not achieve overall statistical significance.

7. Analysis of the results of questions related to the maintenance of discipline and mission capability yielded conflicting results. There seems to be some degree of agreement among officers and senior noncommissioned officers that observance of military courtesy and the appearance of the soldier have not been as good since the initiation of VOLAR. However, there also seems to be agreement, at least among officers and more junior non-commissioned officers, that soldiers' performance of duty, and willingness to follow both officers' directives and unit directives have not changed.

These conflicting results may reflect the reactions of senior noncommissioned officers to the need to find new ways of influencing their men, and may disappear as these new ways are found.

8. While the impact of Fort Benning VOLAR actions on career intentions and general attitudes toward the Army has been only moderate, there has been a highly significant impact on the attitudes of enlisted personnel at Fort Benning toward the installation itself. Significantly more enlisted personnel at all rank levels, including the more senior NCOs, felt at the time of the second testing that Fort Benning was one of the best posts in the Army, and significantly fewer thought it was one of the worst. Comparable changes did not occur at the comparison post.

DISCUSSION

While evidence of impact of VOLAR actions on either career intentions or reenlistment experience at Fort Benning is limited, there is evidence that permits other conclusions. The Fort Benning VOLAR actions were principally concerned with reduction of inequities, and were more oriented toward inequities experienced by the soldier than those experienced by the officer. There is evidence that soldiers' attitudes about the inequities dealt with in the Fort Benning program improved very significantly, and that their general attitudes toward the Army in the area of inequities also improved as a consequence. The principal actions in this area were those which led to reduction of KP, elimination of post police, and reduction in the requirement for enlisted personnel to man refuse pick-up details.

The fact that these actions did lead to noticeable improvement of attitudes toward the specific objects of the actions, but that there still was not a major effect on either career intentions or career behavior is perplexing, especially considering that attitudes toward Fort Benning itself improved to a highly significant extent during the period of the VOLAR experiment. However, data from both reenlistees and soldiers separating from the service during the period of the VOLAR experiment suggest that the reenlistees were considerably less likely to have had an affluent background before their initial enlistment, either in their parents' homes or on their own. In a way, this confirms the importance of the Security needs area identified in the analysis of the VOLAR questionnaire data, which was more strongly correlated with the career intentions of those surveyed than any of the remaining three areas. The explanation of why VOLAR actions have not materially increased reenlistment intentions then probably lies in the fact that the Fort Benning actions did not address this material needs area--and hardly could have. The basic pay of the soldier was not within the jurisdiction of the installation, and this may well be the most crucial single element in reenlistment intentions at the enlisted level.

The results of this evaluation also clearly point the way to planning for subsequent VOLAR actions. While some improvement was made in the Leadership area at Fort Benning during the period of the VOLAR experiment,

the amount of change was not quite sufficient to reach statistical significance. Further action is needed in this area. In addition, there is need for more effective action directed toward increasing the soldier's feeling of pride in military service, and toward increasing his feeling that through military membership he can satisfy his security needs, both material and psychological.

These suggestions reflect the fact that career intentions probably stem from at least two general forces. One consists of aspects that produce attraction to the service as a career, in comparison with other alternatives the individual might have. The second consists of aspects that produce avoidance. Simply stated, Fort Benning actions have significantly reduced the aspects that produce avoidance, though still more can be done in this area without unfavorably affecting either discipline or performance of duty. However, it still remains to increase attraction. Thus, the first step has been a good one, but the need for additional steps remains.

CONCLUSION

The VOLAR actions undertaken at Fort Benning have had a favorable impact on soldiers' attitudes about the actions themselves, on their general attitudes about inequities of military service, and on their attitudes toward Fort Benning. To the extent that this was a major objective of the Fort Benning VOLAR actions, Project VOLAR has succeeded at Fort Benning. Attitudes of officers also uniformly improved during the period of the VOLAR experiment, but this occurred at the comparison post as well.

However, the increase in career intentions at Fort Benning was not sufficiently large to achieve statistical significance, which suggests that additional actions are needed to influence attitudes about the satisfaction of needs relating to Security, Pride in Army, and Leadership. These will be necessary to increase attraction to the Army as a career.

INTRODUCTION

In order to obtain an evaluation of the actions taken to implement VOLAR at Fort Benning, early action was taken to obtain an initial baseline of attitudes toward the Army and toward the VOLAR actions likely to be implemented, which would then permit a comparison with attitudes toward the same areas after VOLAR actions had been implemented. Accordingly, when the decision was made that Fort Benning was to be a VOLAR test post, work was initiated to develop a questionnaire that would assess such attitudes. This work was begun in November 1970, and the first testing, which was accomplished in late November 1970, constituted a baseline measurement with which later attitudes could be compared. The second testing occurred during June 1971.

However, comparison of before- and after-VOLAR actions at Fort Benning would not in itself have provided sufficient basis for making judgments about the impact of VOLAR actions. For example, it might have been possible for attitudes toward a specific area to change for some reason not attributable to VOLAR. Consequently, a comparison post (Fort Knox) was selected and attitude data were collected from Fort Knox personnel at the same times as data were collected from Fort Benning personnel.

The personnel surveyed were broken down into sixteen target groups and a representative sample of individuals was obtained for each one. Each individual could be given a four part description that specifies his post, tour status, grade, and time at which he was surveyed. The description of the groups and the number of individuals surveyed in each one is given in Table 1.

The data concerned three broad areas: attitudes about a career in the Army; attitudes toward general aspects of Army service and life (e.g., whether the respondent feels that he is performing an important service to his country); and attitudes toward specific details of Army life that constituted VOLAR actions (e.g., policies and procedures regarding movement from quarters to classrooms). The primary objective of the analysis of the questionnaire data then was to provide information bearing on the following questions:

- a. Was there a change in reenlistment intentions during the period of the VOLAR experiment at Fort Benning, in relation to the comparison post?
- b. Was there a change in general attitudes toward the Army during the period of the VOLAR experiment at Fort Benning?
- c. Was there a relationship between general attitudes toward the Army and career intentions?
- d. Were there significant relationships between specific VOLAR actions and career intentions?

Table 1

| <u>Group #</u> | <u>Post</u> | <u>Tour</u> | <u>Grade</u> | <u>Time</u> | <u>Number</u> |
|----------------|-------------|-------------|--------------|-------------|---------------|
| 1 | Benning | 1st Tour | Enlisted | November | 1116 |
| 2 | Benning | 1st Tour | Enlisted | June | 774 |
| 3 | Knox | 1st Tour | Enlisted | November | 652 |
| 4 | Knox | 1st Tour | Enlisted | June | 521 |
| 5 | Benning | Extended | Enlisted | November | 674 |
| 6 | Benning | Extended | Enlisted | June | 377 |
| 7 | Knox | Extended | Enlisted | November | 355 |
| 8 | Knox | Extended | Enlisted | June | 316 |
| 9 | Benning | 1st Tour | Officer | November | 260 |
| 10 | Benning | 1st Tour | Officer | June | 217 |
| 11 | Knox | 1st Tour | Officer | November | 135 |
| 12 | Knox | 1st Tour | Officer | June | 93 |
| 13 | Benning | Extended | Officer | November | 550 |
| 14 | Benning | Extended | Officer | June | 203 |
| 15 | Knox | Extended | Officer | November | 261 |
| 16 | Knox | Extended | Officer | June | 251 |

e. Were there significant relationships between specific VOLAR actions and general attitudes toward the Army?

In the following sections of this Tab, each of these five areas will be considered in turn. A final section will then consider the VOLAR actions separately in terms of the attitudes of personnel both at Fort Benning and the comparison post toward the VOLAR actions themselves, disregarding whether these attitudes are associated with career intentions.

CAREER INTENTIONS

A primary objective of VOLAR is to increase the attractiveness of the military service to both young soldiers and young officers, to facilitate attainment of the long range objective of a zero-draft, Modern Volunteer Army. Consequently, a primary criterion of the effectiveness of the VOLAR program is the extent to which career intentions changed during the period of the VOLAR experiment. Career intentions were measured in two ways. First, data were obtained at Fort Benning for CY 1970 and the first six months of CY 1971 on the percentage of attainment of the CONARC reenlistment goal at Fort Benning. Similar data were obtained for a six-month period during CY 1971 at the comparison post. Second, all personnel responding to the VOLAR attitudes survey answered the following question:

Which of the following best describes your Army career intentions?

1. I will remain in the Army until retirement.
2. I will remain in the Army for a while longer, but have not decided yet about staying until retirement.
3. I am undecided about my Army career intentions.
4. I will leave the Army upon completion of current obligation.

Analysis of Career Intentions

Analysis of the career intentions item on the VOLAR evaluation questionnaire yielded the results shown in Table 2. This table leads to two major conclusions. First, there are highly significant differences between first tour personnel of all ranks, and personnel in an extended status. In general, on the order of 80% of all enlisted personnel in a non-first-tour status responded by choosing either the first or second alternative of the career intentions item (see Table 2), with 65%-70% choosing the first, thereby indicating that a firm career decision had already been made. For commissioned personnel, the percentages were even higher; on the order of 90% of officers chose either the first or second alternative, and the percentages choosing Alternative One fell between 75% and 80% for officer groups at both Fort Benning and Fort Knox.

In contrast, first tour personnel, both enlisted and commissioned, and at both Forts Benning and Knox, strongly selected either the third or fourth choice. For officer personnel, between 70% and 80% (depending on officer group and time of testing) were either undecided or had decided to leave on completing their current obligation. For enlisted personnel, the percentages were even higher, with 90% to 93% of these groups falling into these categories.

Table 2
Career Intentions

OFFICER

| First Tour | | | Extended Tour | |
|------------|------|---------|---------------|------|
| Nov | Jun | | Nov | Jun |
| 3.29 | 3.29 | Benning | 1.36 | 1.36 |
| 3.39 | 3.12 | Knox | 1.36 | 1.40 |

ENLISTED

| First Tour | | | Extended Tour | |
|------------|------|---------|---------------|------|
| Nov | Jun | | Nov | Jun |
| 3.74 | 3.66 | Benning | 1.58 | 1.71 |
| 3.64 | 3.69 | Knox | 1.66 | 1.67 |

Which of the following best describes your Army career intentions?

1. I will remain in the Army until Retirement.
2. I will remain in the Army for a while longer, but have not decided yet about staying until retirement.
3. I am undecided about my Army career intentions.
4. I will leave the Army upon completion of current obligation

It is noteworthy that first tour enlisted personnel were somewhat more certain of leaving the Army than were officers.

The picture thus is consistent with findings of other work dealing with the relationship between tour status and career intentions. Generally speaking, when the first decision to either extend or reenlist is made, the individual has virtually made a career decision at that point in time.

The second major conclusion to be drawn from Table 2 concerns the impact of VOLAR actions at Fort Benning on career intentions. Figure 1 shows the means of Table 2 in graphic form, that permits ready comparison of the various officer and enlisted groups, at the two testing times at the two different posts. The figure shows only minor change between testing times for groups at both posts. The minor changes that did appear were not large enough to achieve statistical significance. It therefore seems necessary to conclude that, based on the VOLAR evaluation questionnaire, the gains made during the VOLAR experiment at Fort Benning were not sufficiently large to be statistically significant.

Analysis of Actual Reenlistment Experience

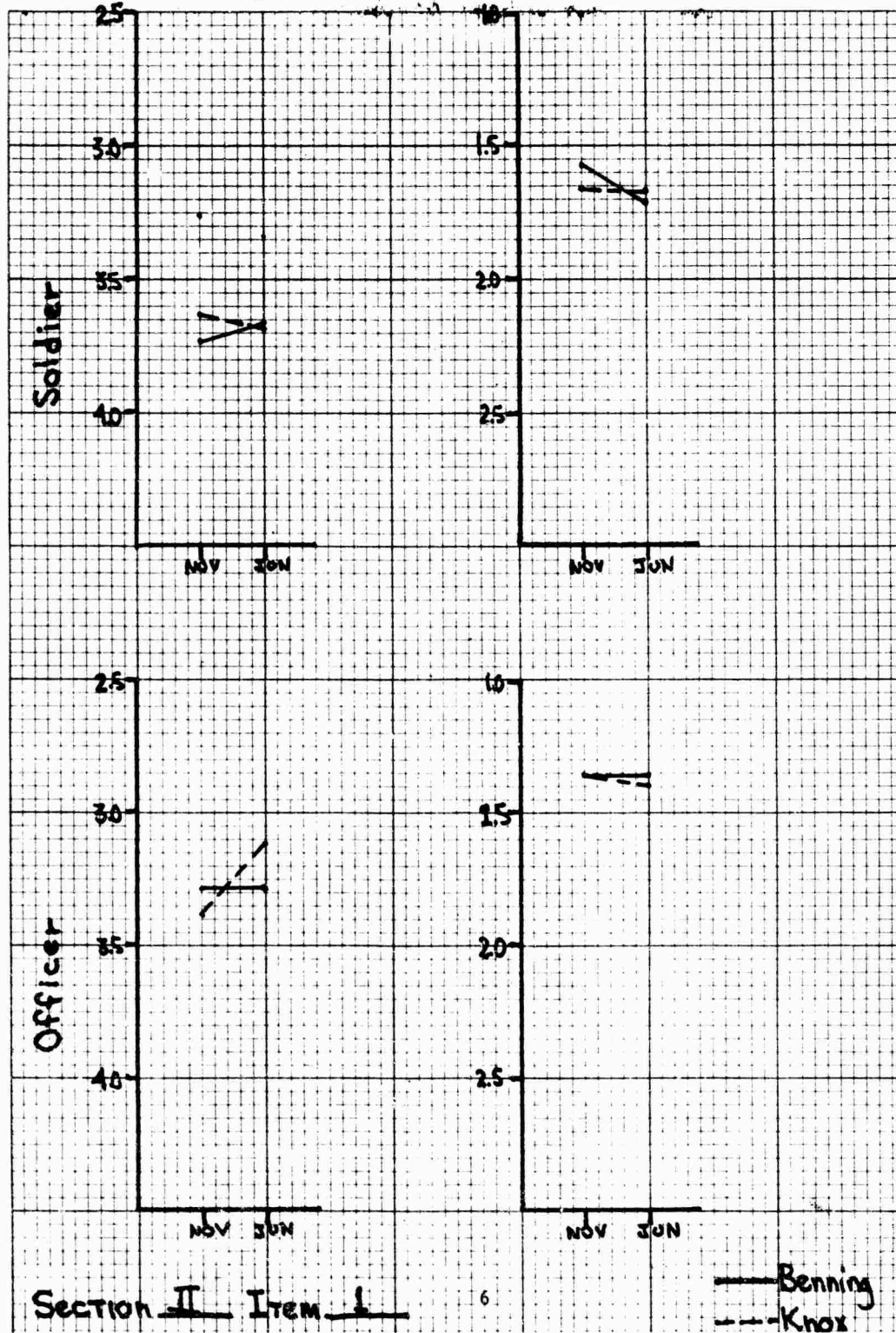
While career intentions did not change at either Fort Benning or Fort Knox during the period of the VOLAR experiment during CY 1971, actual reenlistment experience did in some cases, though it is not possible to say that these changes were caused by VOLAR actions. In Table 3 are shown total reenlistments at Forts Benning and Knox in terms of the 2% CONARC goal. The reenlistment experience at Fort Benning was significantly higher during the first six months of CY 1971 than during either CY 1970 or the corresponding portion of CY 1970. The Fort Benning figures in both cases were significantly higher than the figures for the first six months of CY 1971 at Fort Knox. Thus, actual reenlistment experience at Fort Benning was more favorable during the period of the VOLAR experiment, overall.

Table 3

Reenlistments - Total
Percent of 2% CONARC Goal

| | CY 1970 | CY 1971* |
|-----------------|---------|----------|
| Fort Benning | 70 | 101 |
| Fort Knox | | 53 |
| *First 6 months | | |

Figure 1. Career Intentions



These reenlistments are broken down by type of reenlistment in the subsequent tables. Table 4 shows RA first term reenlistments in terms of percentage of eligibles. Fort Benning's experience for the first six months of CY 1971, the period of the VOLAR experiment, was not significantly different from that of 1970. However, both of these figures were significantly higher than the figure from Fort Knox, for the first six months of the year. A similar picture is shown in Table 5 for AUS draftees. While the experience at Fort Benning did not change during the period of the VOLAR experiment, the experience at Fort Knox was significantly lower. Table 6 shows reenlistments of RA career personnel in terms of percentage of eligibles. Here, the CY 1971 experience at Fort Benning is significantly higher than either the corresponding experience at Fort Knox or experience during the previous year at Fort Benning, though these latter two figures did not differ significantly.

Table 4

Reenlistments - RA First Term
Percentage of Eligibles

| | CY 1970 | CY 1971* |
|-----------------|---------|----------|
| Fort Benning | 31 | 30 |
| Fort Knox | | 17 |
| *First 6 months | | |

Table 5

Reenlistments - AUS Draftees
Percentage of Eligibles

| | CY 1970 | CY 1971* |
|-----------------|---------|----------|
| Fort Benning | 7.4 | 7.4 |
| Fort Knox | | 1.3 |
| *First 6 months | | |

Table 6
Reenlistments - RA Career
Percentage of Eligibles

| | CY 1970 | CY 1971* |
|-----------------|---------|----------|
| Fort Benning | 91 | 197 |
| Fort Knox | | 89 |
| *First 6 months | | |

It appears, therefore, that the overall reenlistment experience favoring Fort Benning, shown in Table 3, can be attributed to a high rate of reenlistment of non-first-term RA personnel who have reenlisted during the period of the VOLAR experiment at a higher rate than previously, and higher than their comparison group at Fort Knox. Of course, it is not possible to state that VOLAR is responsible for this higher rate. However, it does seem possible to state, at a minimum, that VOLAR seems not to have had a negative impact on reenlistment experience with this particular category of personnel, as other data might have led one to expect.

Data were also available for extensions and requests for indefinite category appointments for the same periods as those just described for enlisted personnel. Table 7 shows OBV officers requesting extension. During the period of the VOLAR experiment, significantly more such requests occurred at Fort Benning than during the preceding year. However, while there were fewer requests for extension at Fort Knox during the comparable portion of CY 1971, the difference was not statistically significant. On the other hand, as Table 8 indicates, the number of OBV officers requesting indefinite appointments at Fort Benning was very significantly higher than such requests at Fort Knox during the period of the VOLAR experiment. However, the increase at Fort Benning during CY 1971, in comparison with the preceding year, was not large enough to be statistically significant. It, therefore, cannot be stated whether or not VOLAR actions had an impact on this experience.

Table 7
Obligated Volunteer Officers Requesting Extension
Rate per 1,000 Officers

| | CY 1970 | CY 1971* |
|-----------------|---------|----------|
| Fort Benning | 1.07 | 2.92 |
| Fort Knox | | 1.60 |
| *First 6 months | | |

Table 8
Obligated Volunteer Officers Requesting Indefinite Category
Rate Per 1000 Officers

| | CY 1970 | CY 1971* |
|------------------|---------|----------|
| Ft. Benning | 16.77 | 20.33 |
| Ft. Knox | | 3.80 |
| *First 6 months. | | |

A similar finding is shown in Table 9 which deals with OBV officers applying for RA appointments. While there was an increase in this experience factor at Fort Benning during the period of the VOLAR experiment, the magnitude of the numbers is so small that the differences did not reach statistical significance.

Table 9

Obligated Volunteer Officers Applying for RA Appointment
Rate Per 1000 Officers

| | CY 1970 | CY 1971* |
|------------------|---------|----------|
| Ft. Benning | .05 | 1.28 |
| Ft. Knox | | .03 |
| *First 6 months. | | |

Equally interesting data are shown in Tables 10 and 11 which deal with resignations. Table 10 shows that during the period of the VOLAR experiment at Fort Benning, there were fewer requests for release from active duty at Fort Benning than either occurred at Fort Knox during a comparable time period, or at Fort Benning; Table 11 shows similar results for RA officers. However, in both cases, the differences are not large enough to reach statistical significance.

Table 10

Indefinite Officers Requesting Release From Active Duty
Rate Per 1000 Officers

| | CY 1970 | CY 1971* |
|------------------|---------|----------|
| Ft. Benning | 1.16 | .77 |
| Ft. Knox | | 1.14 |
| *First 6 months. | | |

Table 11

RA Officers Submitting Applications For Unqualified Resignations
Rate Per 1000 Officers

| | CY 1970 | CY 1971* |
|------------------|---------|----------|
| Ft. Benning | .90 | .63 |
| Ft. Knox | | 1.52 |
| *First 6 months. | | |

In summary, actual reenlistment experience at Fort Benning, in comparison with both the preceding year at Fort Benning and with a comparable period at Fort Knox, offers little evidence for an impact by the VOLAR actions, either positive or negative, for either commissioned or non-commissioned personnel. There have been more reenlistments by non-first-tour RA personnel, but these cannot necessarily be attributed to VOLAR actions. Some trends do exist among members of other groups, but they are not sufficiently strong to be considered reliable.

ATTITUDES TOWARD THE ARMY

While the primary objective of VOLAR actions was to increase the attractiveness of the Army as a career, secondary objectives of no small importance were to increase the attitudes of all personnel toward the Army, whether or not they were career committed. From a purely practical point of view, the word-of-mouth advertising provided by personnel who have separated is a crucial element in attracting young men to give initial consideration to the Army, and to make their initial volunteer enlistment. Therefore, it is essential that this word-of-mouth advertising be as favorable as possible, excepting only that discipline and mission capability should not be sacrificed to obtain it.

The VOLAR evaluation questionnaire contained 70 items designed to measure attitudes toward the Army. These items were answered by all persons participating in both the baseline and follow-up surveys at both posts. In order to obtain more clear-cut interpretations of what these 70 items all might mean, the data from this section of the questionnaire were subjected to a factor analysis, a statistical technique which reduces the total number of items in a set of items to a more manageable set of variables which may then be more easily interpreted. The results of the factor analysis for first-tour officers and first-tour enlisted men, the two target groups of most concern, are shown in Table 12. As the factor loadings show, the factor content was remarkably similar for both of the two target groups, and the meaning of the factors was remarkably clear-cut for each.

The first factor clearly consisted of statements concerning the individual's acceptance of the importance of the Army and Army missions, and reflected his belief that his Army service is worthwhile. An inference from this factor is that an individual who scores high on these items (and low on the negative items of this factor) feels that his service is intrinsically valuable to him, i.e., worthwhile in itself. It would be suspected that a moderately high score on this factor would be necessary for a high level of motivation--though not necessarily satisfaction--in the service.

Factor II identifies feelings and attitudes that are negative toward the Army. While the small number of items makes this factor somewhat difficult to describe, it is inferred that the negative attitudes identified by the factor concern themselves with a feeling of inequity, a feeling that the

Table 12

Items Defining Factors -- Attitudes Toward Army

| Loading | | Item Number and Content Center Heading | |
|---|----------|--|--|
| Officer | Enlisted | FACTOR I -- Ego Involvement with Army and Its Missions | |
| .71 | .62 | 13. | Doing a good job in the Army gives me a feeling of satisfaction. |
| .70 | .55 | 64. | Army service gives me a sense of achievement. |
| .70 | .60 | 24. | I consider it an honor to be a soldier in the U.S. Army. |
| .69 | .52 | 65. | Army service gives me a sense of contributing to society. |
| .67 | .54 | 60. | Army service gives me a sense of responsibility. |
| .67 | .48 | 61. | Army service gives me a sense of authority. |
| .66 | .51 | 63. | Army service gives me a sense of challenge. |
| .64 | .58 | 1. | By being in the Army, I am performing an important service to my country. |
| .64 | .59 | 46. | Defending the United States is an important duty to me. |
| .63 | .49 | 6. | The Army is essential for the defense of our country. |
| -.58 | -.63 | 8. | I don't care how well I do in the Army. |
| .55 | .52 | 15. | The discipline you get in the Army is good for you. |
| -.55 | -.66 | 32. | The reputation of the Army is not very important to me. |
| .54 | .45 | 45. | I feel that being in the Army has improved my character. |
| -.53 | -.36 | 17. | If I had a choice, I would rather serve my country in some other way than being in the Army. |
| -.51 | -.69 | 33. | The performance of my unit is not very important to me. |
| FACTOR II -- Rejection of Army Way (as Inequitable) | | | |
| .54 | .41 | 35. | The Army has the wrong idea about what a fair day's work should be. |
| .51 | .37 | 36. | I will not get the jobs for which I have been trained. |
| .50 | --- | 54. | It is very hard on young children to have a father in the Army. |
| .50 | .49 | 27. | There is too much unnecessary harassment in the Army. |
| FACTOR III -- Security Needs | | | |
| .70 | .69 | 70. | Army service gives me a sense of security. |
| .46 | .65 | 66. | Army service gives me a feeling of freedom from anxiety. |
| .42 | .62 | 62. | Army service gives me a sense of independence. |
| .37 | .62 | 64. | Army service gives me a sense of achievement. |

(continued next page)

Table 12 (Continued)

| | | |
|-----|-----|---|
| .65 | .62 | 69. Army service satisfies my needs for a feeling of financial security. |
| .56 | .61 | 68. Army service gives me a feeling of personal privacy. |
| .36 | .59 | 63. Army service gives me a sense of challenge. |
| .41 | .59 | 65. Army service gives me a sense of contributing to society. |
| .64 | .52 | 40. I feel that I am better off economically in the Army than in civilian life. |
| --- | .50 | 61. Army service gives me a sense of authority. |
| .68 | --- | 41. I like the security and certainty of Army life. |

FACTOR IV -- Leadership

| | | |
|-----|-----|---|
| .57 | .56 | 16. Army officers are generally understanding of the needs and problems of their men. |
| .64 | .54 | 25. Most of the NCOs in the Army are well qualified for their jobs. |
| .60 | .52 | 12. Most Army officers are well qualified for their jobs. |
| .38 | .52 | 29. Regardless of their ranks or jobs in the Army, men are treated with proper respect. |
| .64 | .49 | 23. Army NCOs are generally understanding of the needs and problems of their men. |

rewards of Army service do not justify the demands made on the individual by the Army. Item 54 is suggestive that an individual scoring high on this factor might feel that the Army expects too many sacrifices from its members.

Factor III is clearly associated with the security needs of the individual and the extent to which he feels that the Army satisfies these needs. This is a factor that has been found in other studies of motivation toward the service as a career. However, it is quite interesting in the present analysis that the factor emerges with virtually the same strength for both commissioned and noncommissioned respondents.

Factor IV is equally clear-cut. It is concerned with the feelings of the individuals in the survey about the competence of Army leaders, and their understanding of the needs and problems of their men. This factor also emerged with nearly equal strength with both commissioned and non-commissioned respondents.

The items shown in Table 12 provided relatively unambiguous interpretations of these four factors, and yielded evidence that the individuals responding (among first-tour commissioned and noncommissioned personnel) during the survey were concerned with four broad attitude areas:

- I -- The extent to which one can feel pride and intrinsic value from Army service
- II -- The extent to which one feels that the Army's demands are inequitable
- III -- The security to be gained from membership in the Army
- IV -- The extent to which Army leaders are viewed as capable and understanding of the needs and problems of their men.

In order to find whether these broad attitude areas were related to career intentions, a composite score was computed from the items listed for each factor, for each of the persons included in the two surveys, not only for the target groups but also for the remaining groups as well. Finally, the correlations between the factor composite scores and the career intentions item were also computed.

The correlations between the composites and career intentions are shown in Table 13, together with the correlations of the composites with one another. While the correlations of the composites with career intentions were generally slightly higher for officers than for enlisted personnel, the relative magnitudes of the correlations are quite similar. For both of the primary target groups (first tour personnel, both commissioned and non-commissioned), security was most strongly correlated with career intentions. That is, the greater the feeling of security conferred by Army service, the more likely the individual was to indicate a decision to make the Army a career. The satisfaction of

Table 13

Correlations Among Factors, and Between Factors
and Career Intentions

| | <u>Career Intentions</u> | | <u>Involvement</u> | | <u>Inequity</u> | | <u>Security</u> | |
|-------------|--------------------------|------|--------------------|------|-----------------|------|-----------------|-----|
| | Officers | EM | Off | EM | Off | EM | Off | EM |
| Involvement | .38 | .36 | | | | | | |
| Inequity | -.40 | -.21 | -.35 | -.32 | | | | |
| Security | .53 | .49 | .78 | .80 | -.44 | -.35 | | |
| Leadership | .32 | .24 | .49 | .56 | -.25 | -.31 | .51 | .56 |

security needs, therefore, is a key element in career intentions among the individuals included in the VOLAR surveys. The second highest set of correlations was with Involvement. That is, the greater the feeling of pride the individual had as a consequence of his work and his membership in the Army, the more likely he was to indicate a decision to make the Army a career. Inequity and Leadership were approximately of equal strength. (Note: The strength of a correlation is determined by its absolute size, disregarding sign.) The individual who felt that the Army makes inequitable demands was less likely to elect the Army as a career, and, conversely, the individual who felt that Army leaders were capable and understanding was more likely to do so.

These findings suggest that there are three basic needs that are being served well among those who elect an Army career, and in the order indicated: a need for security, a need for pride in one's work, and a need for confidence in one's leadership. In addition, the individual must not feel that the hardships of Army service outweigh the advantages.

To determine whether the VOLAR experiment might have impacted on these key needs areas, the composite scores were subjected to an analysis similar to that given the career intentions item. The average responses of surveyed individuals are shown in Table 14, and in the four figures following. Analysis of these average responses, and inspection of the graphic figures, indicates that there was relatively little change in any of the 16 different groups during the period of the VOLAR experiment. While there were differences among the groups in their attitudes toward these four areas, these differences had existed at the beginning of the experiment, with few exceptions. The specific factors, and change/non-change were:

a. Involvement: While feelings of involvement among extended-tour personnel, both commissioned and noncommissioned, showed virtually no change at all between testing periods, there was a trend that was almost statistically significant for first-tour officers to increase in feelings of involvement between testing periods, at both posts. There was a stronger feeling of involvement among first-tour officers at Fort Knox, and a much stronger feeling of involvement among extended-tour personnel of all ranks at both posts, as compared with first-tour personnel.

b. Inequity: Among officers, there were significant decreases in feelings of inequity at both Fort Benning and Fort Knox between the first and second testings. However, at Fort Benning, there was also a significant decrease in feelings of inequity among first-tour enlisted personnel, probably attributable to Fort Benning VOLAR actions, since a comparable change did not occur at Fort Knox. The interpretation of this pattern of changes is that there probably were Army-wide changes occurring that decreased feelings among career personnel that inequities were occurring; however, these changes did not affect lower ranking enlisted personnel, and similar decreases occurred at

Table 14

Factor Composite Scores

| | | <u>Officer</u> | | | |
|-------------|------|----------------|---------|---------------|------|
| | | First Tour | | Extended Tour | |
| | | November | June | November | June |
| Involvement | 3.30 | 3.42 | Benning | 4.04 | 4.07 |
| Inequity | 3.89 | 3.63 | | 3.18 | 2.88 |
| Security | 3.27 | 3.57 | | 4.56 | 4.71 |
| Leadership | 3.79 | 3.97 | | 4.41 | 4.49 |
| Involvement | 3.47 | 3.58 | Knox | 4.07 | 4.03 |
| Inequity | 3.91 | 3.60 | | 3.21 | 3.06 |
| Security | 3.44 | 3.73 | | 4.54 | 4.65 |
| Leadership | 3.89 | 4.08 | | 4.53 | 4.49 |

| | | <u>Enlisted</u> | | | |
|-------------|------|-----------------|---------|---------------|------|
| | | First Tour | | Extended Tour | |
| | | November | June | November | June |
| Involvement | 2.74 | 2.73 | Benning | 3.80 | 3.80 |
| Inequity | 4.47 | 4.32 | | 3.81 | 3.40 |
| Security | 2.59 | 2.61 | | 4.38 | 4.45 |
| Leadership | 3.24 | 3.28 | | 3.99 | 4.09 |
| Involvement | 2.84 | 2.74 | Knox | 3.85 | 3.81 |
| Inequity | 4.36 | 4.37 | | 3.69 | 3.44 |
| Security | 2.73 | 2.63 | | 4.38 | 4.39 |
| Leadership | 3.38 | 3.35 | | 4.10 | 4.16 |

Figure 2
Ego Involvement with the Army and Its Missions

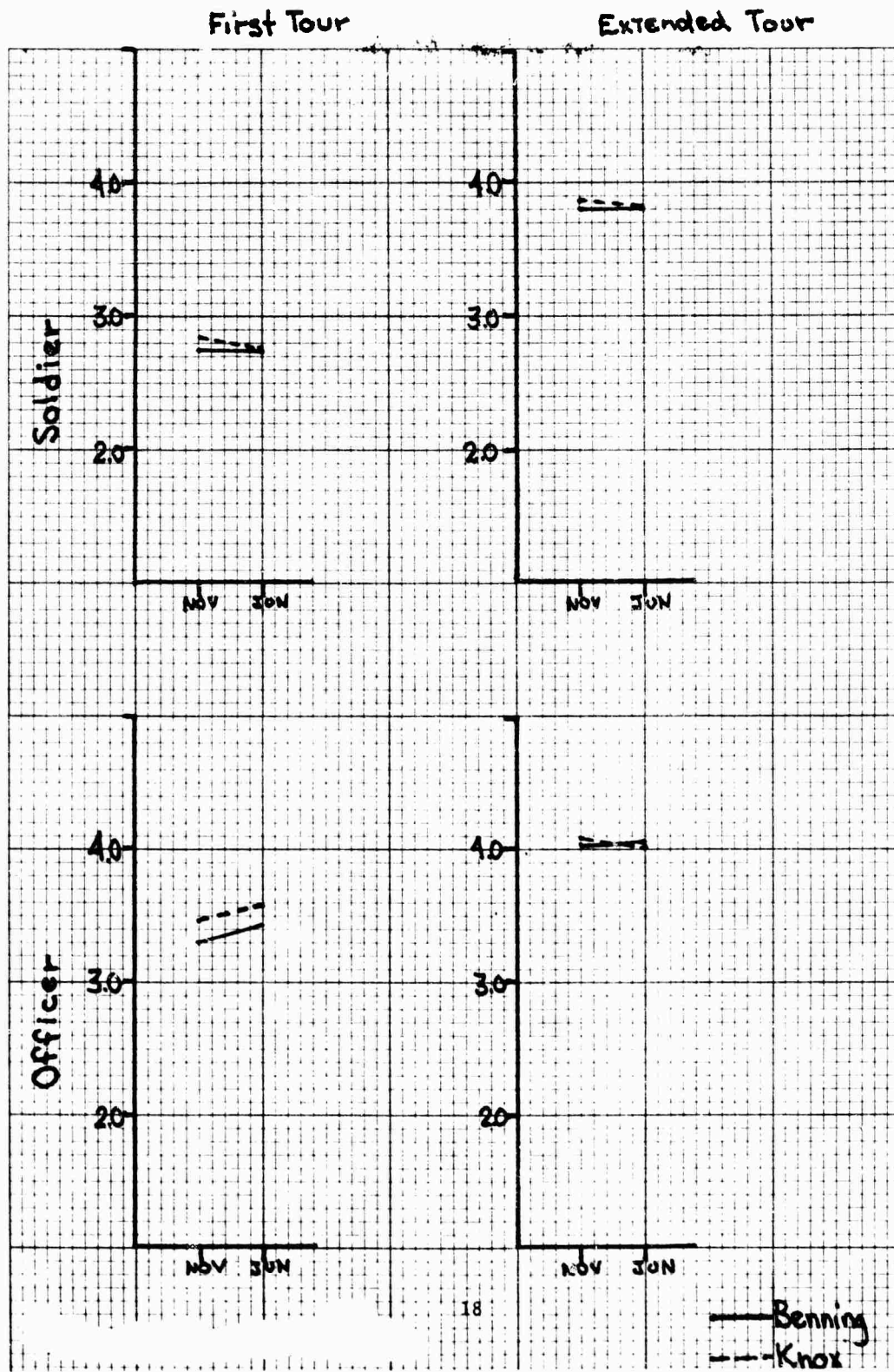


Figure 3

Rejection of the Army Way (as Inequitable)

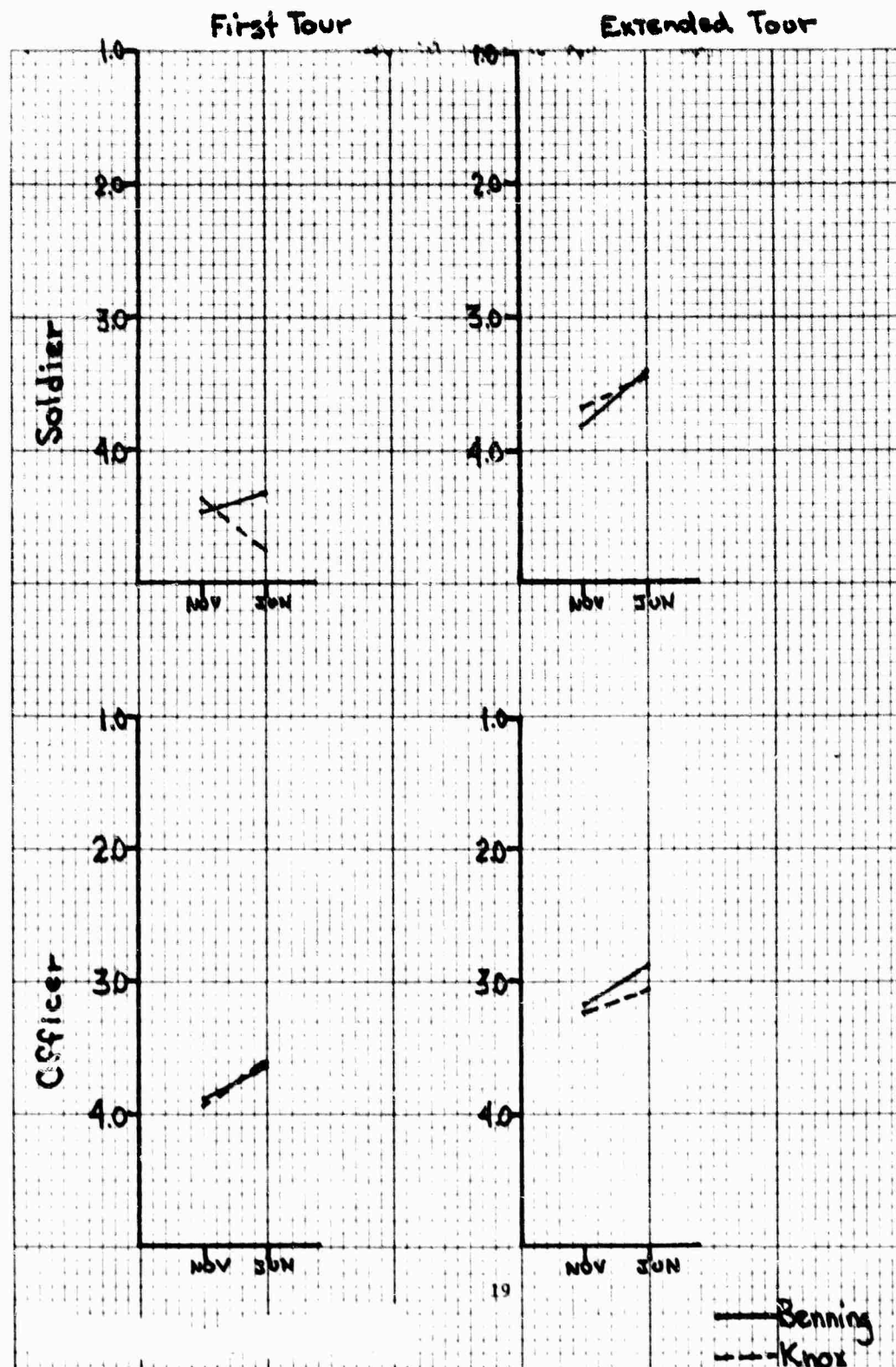


Figure 4
Security Needs

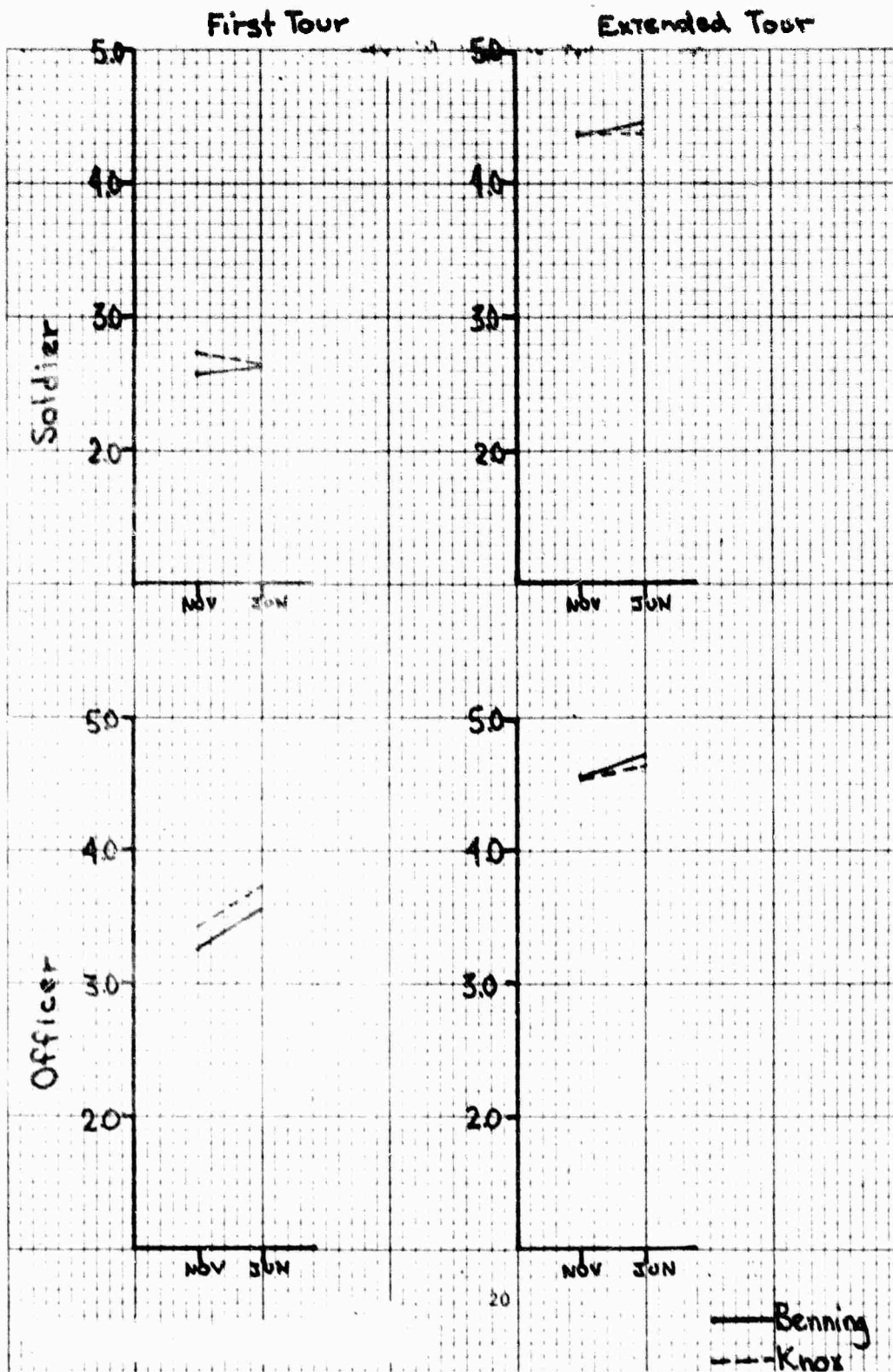
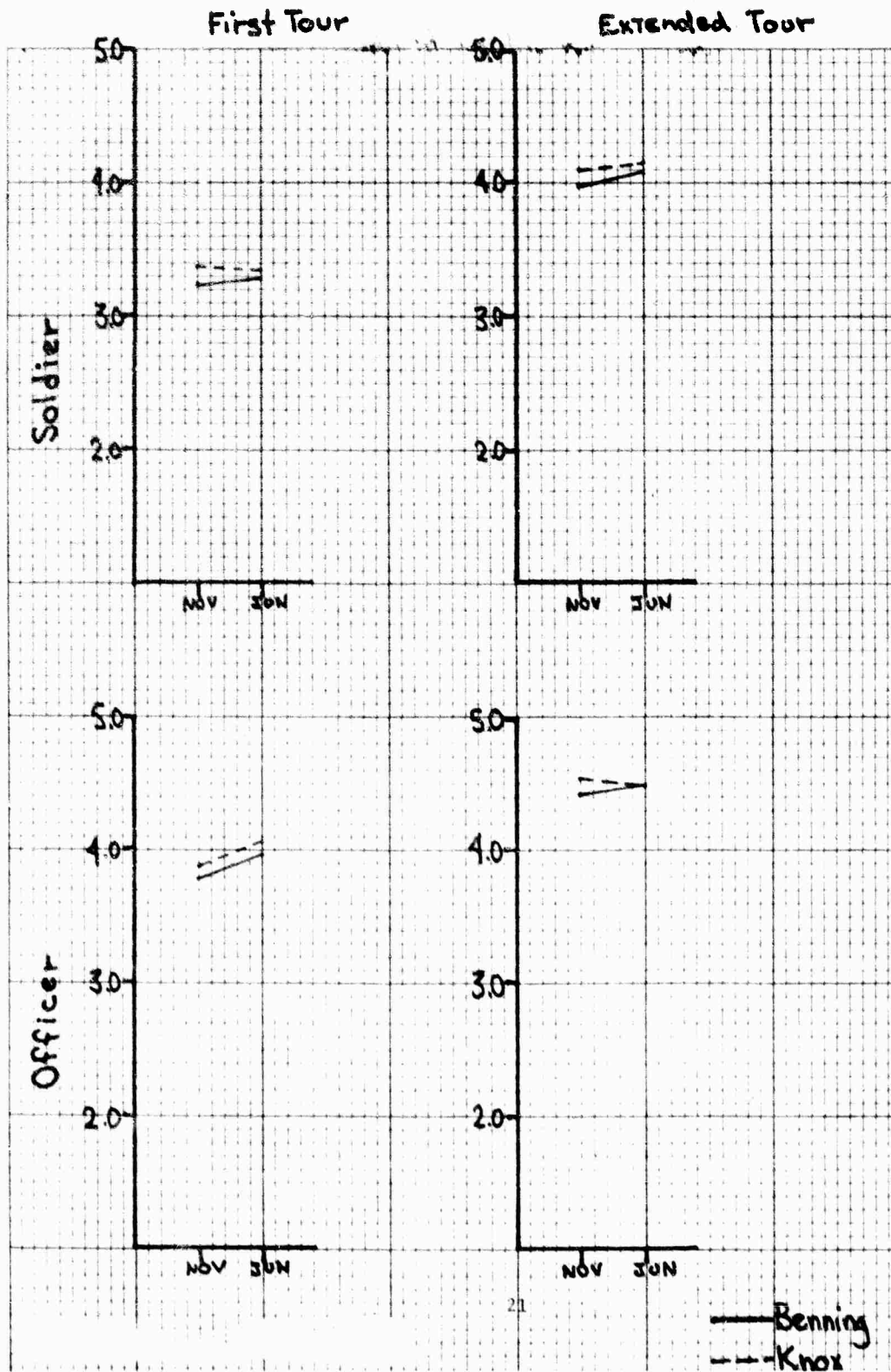


Figure 5
Leadership



Fort Benning because of VOLAR actions. In both cases, extended personnel felt that there were fewer inequities than did first tour personnel.

c. Security: As was the case in the two previous attitude areas, first-tour personnel were significantly less positive about the degree of security afforded by their Army service than personnel in a non-first-tour status. This was true for both posts and for both commissioned and enlisted personnel. However, there was a significant positive increase in feelings toward this area among officers between testing times that was not matched among the enlisted groups.

d. Leadership: Again, the feelings of first-tour personnel were significantly less positive toward this attitude area than those of extended-tour personnel. However, there was a significant positive increase in attitudes toward Army leadership among officers from one testing time to the second, though a comparable change did not occur with enlisted personnel.

Differences Between Groups in General Attitudes Toward Army.

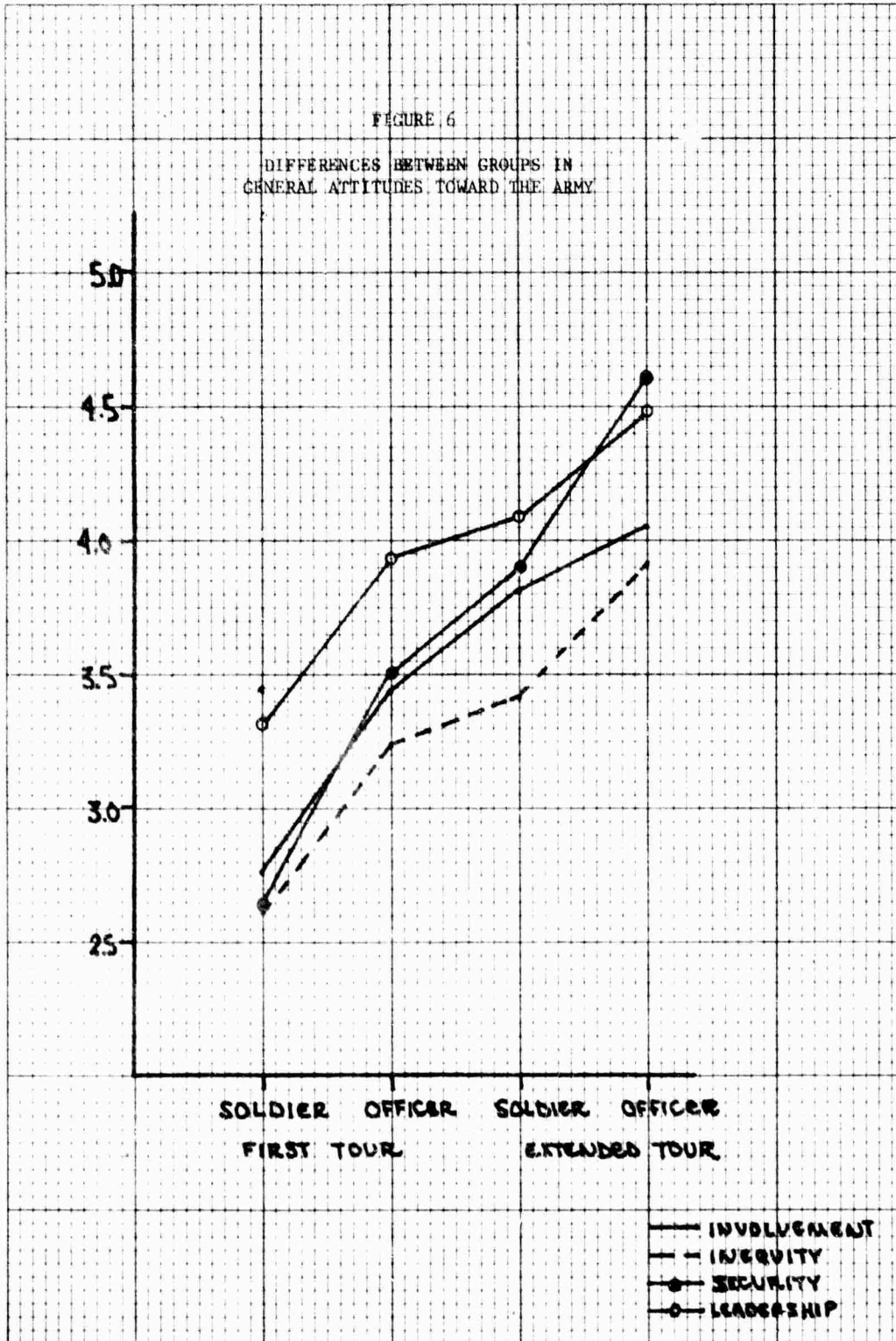
Though the patterns of general attitudes did not reveal significant overall changes from the first testing to the second, except for attitudes about inequities, there were highly significant tour differences, as well as highly significant rank differences. These differences are shown graphically in Figure 6. As can be seen, tour status has the most significant effect on attitudes. First-tour personnel, whether officers or enlisted, have lower attitudes on all four areas than do extended-tour personnel. However, rank also has a significant effect. When tour is held constant, officers have higher attitudes on each of these areas than do enlisted personnel.

Analysis of the curves plotted in Figure 6 provided some other interesting findings. First, attitudes toward the areas are different, reflecting the fact that these various need areas are not equally satisfied among military personnel at all ranks. Attitudes toward leadership are higher in general than attitudes toward the other three areas; attitudes about inequity are lowest. This suggests that the Fort Benning VOLAR actions, which concentrated on removal of inequities more than on any other single area, were in fact addressing the area most in need of improvement.

Still another interesting finding is that attitudes about security-need satisfactions do not plot on the graph like the others. Attitudes concerning security needs are lowest -- tied with attitudes about inequity -- of the four for first-tour enlisted personnel. However, attitudes about the satisfaction of security needs are higher than any other attitude area for extended-tour officers. This probably results from two different underlying factors, considering the items that made up this general area. The first is economic security, and the second is freedom for self-determination and for the protection of one's self-interests. In both cases, the extended-tour officer is in a considerably more favorable position than the first-tour enlisted man.

FIGURE 6

DIFFERENCES BETWEEN GROUPS IN
GENERAL ATTITUDES TOWARD THE ARMY



In summary, the four factors identified in this analysis are concerned with four areas of general attitudes about the Army that are significantly related to career intentions. The evidence seems to indicate that while there have been generally favorable changes in these attitudes among officer personnel during the period of the VOLAR experiment -- at both Fort Benning and Fort Knox -- there apparently has been relatively less change among enlisted personnel. Significant reduction in feelings of inequity did occur among Fort Benning first tour enlisted personnel, however, that was not paralleled by changes at Fort Knox. It seems reasonable to attribute this change to Fort Benning VOLAR actions. However, while this area was perhaps the one most needing attention, it is not as strongly related to career intentions as Security and Involvement, and attitudes toward these two areas did not change among first-tour enlisted personnel, at least to a significant extent. Finally, there was a trend toward more favorable attitudes in the leadership area at Fort Benning, among all personnel, which later discussion (p.38) will suggest may be related to VOLAR and may become more pronounced with time.

VOLAR ACTIONS AT FORT BENNING

The preceding sections of the analysis have focused on career intentions, general attitude areas of concern to Army personnel included in two VOLAR surveys, and the relationship between career intentions and these attitude areas. In the present section, attention will be directed to an analysis of Fort Benning VOLAR actions, their impact on both career intentions and general attitudes, and the attitudes of Army personnel surveyed toward the VOLAR actions themselves.

VOLAR Actions and Career Intentions

Because of the very small percentages of first-tour personnel (both commissioned and non-commissioned) who indicated either a decision to elect the service as a career or that they were uncertain about such a decision, it was not anticipated that analysis of specific VOLAR actions in relation to career intentions would produce highly significant results. Examination of correlations between the specific items in the VOLAR questionnaire and the career intentions question confirmed this expectation. The highest individual correlation between an item measuring VOLAR actions at Fort Benning and the career intentions item was .16 (in a total absolute range from 0.00 to 1.00) for non-commissioned personnel, and .22 for commissioned personnel. Of the 118 items in the questionnaire that dealt with VOLAR actions, only 27 correlated higher than .11 with career intentions for enlisted personnel, and 29 for officers. Thus, the general picture is that of a relative lack of impact of VOLAR actions on career intentions, confirming the conclusions in the previous section.

Enlisted Personnel. Even though the overall relationships between items measuring VOLAR actions and the career intentions item were small, those that did emerge are shown in Table 15 (with the lowest relationship shown being .11). Examination of these items, which are listed in descending order as they correlated with career intentions, indicates little reason

Table 15

Relationships Between VOLAR Actions and Career Intentions
Enlisted Personnel

| <u>Item #</u> | <u>Correlation</u> | <u>Item Content</u> |
|---------------|--------------------|--|
| 49 | -.16 | Assignment of additional duties for unit-level officers. |
| 74 | -.16 | Control of traffic onto and off the post. |
| 103 | -.16 | *Privacy and individuality in troop barracks. |
| 118 | -.16 | *The efforts of commanders to establish realistic suspense dates. |
| 2 | -.15 | The handling of student affairs. |
| 54 | -.15 | *Assistance offered for drug problems. |
| 17 | -.14 | *Public recognition of the accomplishments of lower ranking soldiers. |
| 35 | -.14 | The opportunities for students to represent their classes on planning groups and academic review boards. |
| 73 | -.14 | Information about MAC flights. |
| 43 | -.13 | The policies and procedures regarding movement from quarters to classrooms. |
| 44 | -.13 | *The opportunities for discussion of unit activities with commanders in small, informal groups. |
| 90 | -.13 | *The reporting time for support troops and information about the nature of the training they are supporting. |
| 93 | -.13 | Student interest and involvement. |
| 94 | -.13 | *Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds. |
| 95 | -.13 | Information provided personnel prior to their arrival. |
| 13 | -.12 | *Commander's explanations of the "reason why" certain tasks should be done in a particular way. |
| 14 | -.12 | *Soliciting procedures for the suggestion awards program. |
| 55 | -.12 | *The processing of requests for hardship discharge or compassionate reassignment. |
| 68 | -.12 | *The wall locker facilities for personnel taking physical examinations. |
| 83 | -.12 | The availability of fabrics and sewing supplies at the PX. |
| 109 | -.12 | *Military nightclub facilities for servicemen, E-1 through E-4. |

Table 15 (continued)

| <u>Item #</u> | <u>Correlation</u> | <u>Item Content</u> |
|---------------|--------------------|---|
| 115 | -.12 | *The operating hours of the Quartermaster Clothing Sales Store. |
| 117 | -.12 | *The merit award system for recognizing outstanding soldiers. |
| 51 | -.11 | *The period of advance notification given to soldiers assigned to work details. |
| 52 | -.11 | Career counseling provided junior leaders. |
| 99 | -.11 | *The frequency of performing menial tasks not related to primary duty. |
| 116 | -.11 | *Shuttle bus service on post. |

*Denotes items applicable to EM

for substantial confidence in supporting one action over another. The leading item, for example, is one which deals with a VOLAR action for officers, and not the enlisted group on which this part of the analysis was focused. Similarly, handling of student affairs was fifth in rank, though the majority of the enlisted personnel included in the survey were not in student status. However, some of the items reflect VOLAR actions that do pertain to enlisted men. An effort has been made to identify these in the table; those thought to fall into this category are labeled with stars immediately preceding the statement of the item. While it is difficult to determine major categories into which these items fall, subjective analysis suggests that, on the basis of these relationships, soldiers who are more likely to decide on a career in the Army are those who are more satisfied with:

- a. The privacy and individuality afforded them in troop barracks.
- b. Efforts of commanders to establish realistic suspenses, provide adequate notification concerning details, and explain reasons why for doing tasks in a certain way.
- c. Recognition for the work they do.
- d. Information concerning what they are doing and its importance.
- e. Freedom from menial tasks not a part of their MOS.
- f. Consideration of their non-duty needs.

Commissioned Personnel. The items relating to career intentions for officers are shown in Table 16. Interestingly, the items most strongly correlated with career intentions are in large part specific to enlisted personnel. Some exceptions exist, e.g., assignment of additional duties for unit level officers. However, most appear to reflect a concern with the needs of enlisted personnel. A subjective analysis of the items relating most strongly with the officers' career intentions--but with the reservation that none of these relationships is really very strong--were those reflecting satisfaction with:

- a. Recognition of the accomplishments of lower ranking personnel.
- b. Effective leadership, providing needed information and explanations.
- c. Reduction in the number of formations and increase in personal freedom for the soldier.
- d. In general, increased responsiveness of "the system" to the needs of the soldier.

Table 16

Relationships Between VOLAR Actions and Career Intentions
Commissioned Personnel

| <u>Item #</u> | <u>Correlation</u> | <u>Item Content</u> |
|---------------|--------------------|--|
| 95 | -.22 | Information provided personnel prior to their arrival. |
| 17 | -.21 | Public recognition of the accomplishments of lower ranking soldiers. |
| 55 | -.21 | The processing of requests for hardship discharge or compassionate reassignment. |
| 13 | -.20 | My commander's explanations of the "reason why" certain tasks should be done in a particular way. |
| 23 | -.20 | The policies regarding bed check. |
| 27 | -.17 | The policies and procedures regarding personal furniture and decoration of individual areas in barracks. |
| 44 | -.17 | The opportunities for discussion of unit activities with commanders in small, informal groups. |
| 49 | -.17 | Assignment of additional duties for unit-level officers. |
| 20 | -.16 | The elimination of formations which deprive soldiers of personal time or indicate a lack of trust. |
| 19 | -.15 | The reduction of "hurry up and wait." |
| 18 | -.14 | Detailed information on personnel policies, pay, and benefits. |
| 74 | -.14 | Control of traffic onto and off the post. |
| 21 | -.13 | The amount of duty time provided me to prepare for inspection. |
| 68 | +.13 | The wall locker facilities for personnel taking physical examinations. |
| 115 | -.13 | The operating hours of the Quartermaster Clothing Sales Store. |
| 98 | -.12 | Frequency of kitchen police (KP). |
| 99 | -.12 | The frequency of performing menial tasks not related to primary duty. |

Table 16 (continued)

| <u>Item #</u> | <u>Correlation</u> | <u>Item Content</u> |
|---------------|--------------------|---|
| 11 | -.11 | The reactions to complaints and recommendations of young soldiers. |
| 12 | -.11 | The use of leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership." |
| 45 | +.11 | The policies on travel distance during off-duty time. |
| 51 | -.11 | The period of advance notification given to soldiers assigned to work details. |
| 62 | -.11 | The variety of food offered in the unit mess hall. |
| 93 | -.11 | Student interest and involvement. |
| 96 | -.11 | The assistance provided new officers in learning how to work with NCO's. |
| 48 | -.10 | The policies regarding payday. |
| 52 | -.10 | Career counseling provided junior leaders. |
| 76 | -.10 | The PX closing time. |
| 94 | -.10 | Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds. |
| 103 | -.10 | Privacy and individuality in troop barracks. |
| 109 | -.10 | Military nightclub facilities for servicemen, E-1 through E-4. |

Summary. The relationships between specific VOLAR actions, as measured by the VOLAR evaluation questionnaire, and career intentions are difficult to interpret. The probable reason for this is that so few persons included in the survey indicated favorable intentions with regard to an Army career. To the extent these results are sufficiently reliable to warrant confidence, it appears that career intentions are enhanced, at the enlisted level, by actions that increase privacy and self-respect, make assigned work more meaningful, and decrease menial tasks that are not a part of the job as the soldier sees it. Very similar findings were obtained for officers, probably because most of the actions covered in the evaluation questionnaire were oriented toward enlisted personnel.

VOLAR Actions and Attitudes Toward Military Service.

Even though specific VOLAR actions were not strongly related to career intentions, for either officers or enlisted personnel, it was thought possible that these actions might nonetheless have had favorable impact on attitudes toward the Army, in one or more of the four attitude areas discussed earlier. Accordingly, the VOLAR actions assessed in the evaluation questionnaire were correlated with composite scores measuring the four attitude areas.

Enlisted Personnel. Relationships between VOLAR actions and the feelings of involvement with the Army held by enlisted personnel are shown in Table 17. Examination of these items produces little in the way of a logical ordering of actions, which might perhaps have been expected on the basis of the relatively low relationships between even the top items on the list and the composite score reflecting involvement with the Army. These low relationships, in turn, probably reflect the fact that the VOLAR actions implemented in the Benning Plan were not as a group addressed to the problem of increasing involvement (or commitment), but rather were more addressed to the reduction of inequities at the enlisted level. It, therefore, probably is reasonable that the kinds of actions most strongly related (though the overall level of relationship is not high) to involvement do not present a consistent picture. Within these limitations, subjective analysis of the types of actions most strongly related to this attitude area are those reflecting satisfaction with:

- a. The amount of freedom afforded them.
- b. Consideration for them by their superiors, expressed in the form of explanations of reasons why, reporting times for supporting troops, reactions to problems and complaints, and so on.
- c. Increased facilities and opportunities, e.g., military nightclub facilities for servicemen, E-1 through E-4.

Table 17

Relationships Between VOLAR Actions and
Attitudes Reflecting Involvement with the Army and Its Missions

Enlisted Personnel

| <u>Item #</u> | <u>Correlation</u> | <u>Item Content</u> |
|---------------|--------------------|---|
| 1 | .28 | The creation of a professional academic atmosphere in military schools. |
| 109 | .28 | Military nightclub facilities for servicemen, E-1 thru E-4. |
| 2 | .27 | The handling of student affairs. |
| 13 | .27 | Commander's explanations of the "reason why" certain tasks should be done in a particular way. |
| 90 | .27 | The reporting time for support troops and information about the nature of the training they are supporting. |
| 97 | .27 | The welcome and orientation provided upon arrival at the Welcome Center. |
| 11 | .26 | The reactions to complaints and recommendations of young soldiers. |
| 12 | .26 | The use of a leadership style by commanders/NCOs which respects the dignity of every person and avoids what might be called "angry leadership." |
| 48 | .26 | The policies regarding payday. |
| 93 | | Student interest and involvement. |
| 94 | .26 | Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds. |
| 118 | .26 | The efforts of commanders to establish realistic suspense dates |
| 24 | .25 | Policies and procedures regarding sign-in and sign-out. |
| 26 | .25 | The policy concerning beer in barracks. |

(continued)

Table 17 (Continued)

| <u>Item #</u> | <u>Correlation</u> | <u>Item Content</u> |
|---------------|--------------------|---|
| 54 | .25 | Assistance offered for drug problems. |
| 74 | .25 | Control of traffic onto and off the post. |
| 83 | .24 | The availability of fabrics and sewing supplies at the PX. |
| 18 | .23 | Detailed information on personnel policies, pay, and benefits. |
| 31 | .23 | The expense involved in sewing required patches, badges, etc., on the fatigue uniform. |
| 40 | .23 | The information provided newly commissioned officers on customs of the service and standards of dress. |
| 82 | .23 | The availability of guest house facilities for guests of servicemen. |
| 87 | .23 | The scheduling of examinations. |
| 17 | .22 | Public recognition of the accomplishments of lower-ranking soldiers. |
| 19 | .22 | The reduction of "hurry up and wait." |
| 43 | .22 | The policies and procedures regarding movement from quarters to classrooms. |
| 63 | .22 | The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.). |
| 85 | .22 | Inprocessing procedures. |

Relationships between VOLAR actions and attitudes about Inequities are shown in Table 18. Here, in contrast to the actions relating to Involvement, a clear picture emerges. While the overall strength of the relationships is not any higher, there are consistent patterns of items, reflecting VOLAR actions that meaningfully should have related to this attitude area. Factor II was a negative factor, which means that satisfaction with a given VOLAR action should be associated with lower feelings of inequity. This is the picture that emerges from Table 18, and it suggests that the Benning actions taken to reduce inequities have, in fact, had a significant impact on attitudes of enlisted personnel about inequity. The specific actions that have had the largest impact seem, on subjective analysis, to have concerned themselves with:

- a. Consideration for the soldier, in terms of realistic suspenses, reduction of "hurry up and wait," realistic time to prepare for inspections, and reduction of non-work week duty assignments.
- b. A decrease in the requirement to perform menial tasks not related to primary duty, e.g., cutting grass, post police.
- c. A reduction in economic privation, such as purchase of personal items for display purposes only, and several items relating to information about pay.

While VOLAR actions related meaningfully with attitudes about Inequity, they did not with attitudes concerning Security, as shown in Table 19. The VOLAR actions most strongly related to attitudes of satisfaction with security do not present a meaningfully consistent picture. This is not unexpected, of course, in that few of the actions in the Benning Plan were addressed to satisfaction of security needs. Consequently, it seems probable that the security needs of lower ranking enlisted personnel remain as unsatisfied now as before VOLAR was initiated. Confirmation of this is found by examination of Table 14, in which both before and after VOLAR means on the Security-needs area are shown (together with means for the other attitude areas). The mean of the first tour soldiers at Fort Benning at the November testing was 2.59, and that for the June testing was 2.61. In comparison, the mean responses for other groups, on a scale from 1 to 6, were 4.38 and 4.45 for extended-tour enlisted, 3.27 and 3.57 for commissioned first-tour, and 4.56 and 4.71 for commissioned extended-tour. This shows that security needs were among the least well satisfied of the four areas for first-tour soldiers, and that there were major differences in the satisfaction of security needs between rank levels, with first-tour soldiers being least satisfied.

Further, the absence of change between testing times shows that feelings of security did not increase during the period of the VOLAR experiment. With these considerations as background, it seems inappropriate to try to interpret the types of actions that were most strongly related to security attitudes.

Table 18

Relationships Between VOLAR Actions and Attitudes
Reflecting Feelings of Inequity

Enlisted Personnel

| <u>Item #</u> | <u>Correlation</u> | <u>Item Content</u> |
|---------------|--------------------|---|
| 118 | -.27 | The efforts of commanders to establish realistic suspense dates. |
| 19 | -.26 | The reduction of "hurry up and wait." |
| 21 | -.26 | The amount of duty time provided me to prepare for inspection. |
| 99 | -.26 | The frequency of performing menial tasks not related to primary duty. |
| 12 | -.25 | The use of leadership style by commanders/NCOs which respects the dignity of every person and avoids what might be called "angry leadership." |
| 43 | -.25 | The policies and procedures regarding movement from quarters to classrooms. |
| 18 | -.23 | Detailed information on personnel policies, pay, and benefits. |
| 20 | -.23 | The elimination of the requirement for individuals to buy a set of personal items for display only. |
| 100 | -.23 | The frequency with which military personnel are required to cut grass and police the post. |
| 7 | -.22 | The number of times I have received Saturday, Sunday, or holiday duty assignments. |
| 40 | -.22 | The information provided newly commissioned officers on customs of the service and standards of dress. |
| 51 | -.22 | The period of advance notification given to soldiers assigned to work details. |

(continued)

Table 18 (Continued)

| <u>Item #</u> | <u>Correlation</u> | <u>Item Content</u> |
|---------------|--------------------|---|
| 14 | -.21 | Soliciting procedures for the suggestion awards program. |
| 44 | -.21 | The opportunities for discussion of unit activities with commanders in small, informal groups. |
| 50 | -.21 | Compensatory time off during the week for personnel required to perform weekend details. |
| 62 | -.20 | The variety of food offered in the unit mess hall. |
| 85 | -.20 | Inprocessing procedures. |
| 87 | -.20 | The scheduling of examinations. |
| 101 | -.20 | The frequency with which military personnel are required to perform refuse and garbage pick-up details. |
| 104 | -.20 | The reception at the local municipal airport. |
| 5 | -.19 | My relationship with tactical officers. |
| 48 | -.19 | The policies regarding payday. |
| 86 | -.19 | Outprocessing procedures. |
| 89 | -.19 | The availability of "open time" during training to take care of personal affairs. |
| 97 | -.19 | The welcome and orientation provided upon arrival at the Welcome Center. |
| 8 | -.18 | The policies and procedures of Annual General and Command Maintenance Management Inspections (IG and CMMI). |

Table 19

Relationships Between VOLAR Actions and Attitudes
Reflecting Satisfaction of Security Needs

Enlisted Personnel

| <u>Item #</u> | <u>Correlation</u> | <u>Item Content</u> |
|---------------|--------------------|--|
| 109 | .30 | Military nightclub facilities for servicemen, E-1 through E-4. |
| 1 | .29 | The creation of a professional academic atmosphere in military schools. |
| 97 | .29 | The welcome and orientation provided upon arrival at the Welcome Center. |
| 7 | .28 | The number of times I have received Saturday, Sunday, or holiday assignments. |
| 35 | .28 | The opportunities for students to represent their classes on planning groups and academic review boards. |
| 68 | .28 | The wall locker facilities for personnel taking physical examinations. |
| 90 | .28 | The reporting time for support troops and information about the nature of the training they are supporting. |
| 12 | .27 | The use of leadership style by commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership." |
| 18 | .27 | Detailed information on personnel policies, pay, and benefits. |
| 2 | .26 | The handling of student affairs. |
| 17 | .26 | Public recognition of the accomplishments of lower ranking soldiers. |
| 73 | .26 | Information about MAC flights. |
| 94 | .26 | Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds. |
| 99 | .26 | The frequency of performing menial tasks not related to primary duty. |
| 104 | .26 | The reception at the local municipal airport. |
| 117 | .26 | The merit award system for recognizing outstanding soldiers. |

(continued)

Table 19 (continued)

| <u>Item #</u> | <u>Correlation</u> | <u>Item Content</u> |
|---------------|--------------------|---|
| 31 | .25 | The expense involved in sewing required patches, badges, etc. on the fatigue uniform. |
| 54 | .25 | Assistance offered for drug problems. |
| 11 | .24 | The reactions to complaints and recommendations of young soldiers. |
| 93 | .24 | Student interest and involvement. |
| 96 | .24 | The assistance provided new officers in learning how to work with NCO's. |
| 103 | .24 | Privacy and individuality in troop barracks. |
| 11 | .23 | The reactions to complaints and recommendations of young soldiers. |
| 43 | .22 | The policies and procedures regarding movement from quarters to classrooms. |
| 49 | .22 | Assignment of additional duties for unit-level officers. |
| 55 | .22 | The processing of requests for hardship discharge or compassionate reassignment. |

While VOLAR actions were not specifically oriented toward increasing satisfaction of security needs among the enlisted ranks, there were attempts at Fort Benning to increase the quality of leadership given at all rank levels. Consequently, there was a consistent pattern of relationships between VOLAR action items and attitudes toward leadership. These are shown in Table 20. The strongest relationship between attitudes toward leadership and a VOLAR action item concerned the leadership style of commanders and NCOs which respects the dignity of the person, and avoids what might be called "angry leadership." The next strongest relationship deals with explanations by commanders of reasons for their desires, and the next one after that with public recognition of the accomplishments of lower ranking soldiers. This suggests that VOLAR actions may well have contributed to increased satisfaction on this attitude area, and that the key to understanding this relationship lies in the need of the enlisted man for self-esteem, and for a feeling of personal worth. If this interpretation is accurate, soldiers seek in their superiors, more than anything else, leadership that does not make them seem small in their own eyes, that preserves their self-respect, and enables them to feel that they are worthy persons in their own right. In summary, VOLAR actions associated most strongly with attitudes about leadership, on subjective analysis, appears to be those dealing with:

- a. The soldier's need for self-esteem and leader actions toward him that enable him to preserve his own dignity.
- b. The soldier's need to feel that he is wanted and valued as an individual, and that his problems will receive attention.

In summary, there appears to be meaningful relationships between VOLAR actions and soldiers' attitudes toward the inequities of military service, and the quality of their leadership. VOLAR actions at Fort Benning were concentrated more on these two areas than on the other two, and it is therefore reasonable that they would have had more effect on these two. Feelings of inequity have decreased at Fort Benning, and this analysis suggests that VOLAR actions are primarily responsible for this improvement. The analysis suggests also that attitudes toward leadership should have improved; however, examination of average attitudes toward leadership shown in Table 14 does not confirm that this has happened. On the other hand, there is a tendency in this direction at Fort Benning, which suggests the possibility that VOLAR actions may well have started to have an effect on attitudes toward leadership, that may possibly become more pronounced with time.

Officers. Relationships between attitudes of involvement with the Army and specific VOLAR items, for officers, are shown in Table 21. As was the case with this attitude area for enlisted personnel, the item content does not present a coherent and logical picture, perhaps in large part because the VOLAR actions taken at Fort Benning were not designed to have specific impact on this area, and were not designed to impact on officer personnel either, in the main. That such a factor did emerge for officers, and that a

Table 20

Relationships Between VOLAR Actions and
Attitudes About Army Leadership
Enlisted Personnel

| <u>Item #</u> | <u>Correlation</u> | <u>Item Content</u> |
|---------------|--------------------|---|
| 12 | .40 | The use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership." |
| 13 | .37 | My commander's explanations of the "reason why" certain tasks should be done in a particular way. |
| 17 | .32 | Public recognition of the accomplishments of lower ranking soldiers. |
| 1 | .30 | The creation of a professional academic atmosphere in military schools. |
| 74 | .30 | Control of traffic onto and off the post. |
| 94 | .30 | Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds. |
| 97 | .30 | The welcome and orientation provided upon arrival at the Welcome Center. |
| 99 | .30 | The frequency of performing menial tasks not related to primary duty. |
| 52 | .29 | Career counseling provided junior leaders. |
| 104 | .29 | The reception at the local municipal airport. |
| 11 | .28 | The reactions to complaints and recommendations of young soldiers. |
| 44 | .28 | The opportunities for discussion of unit activities with commanders in small, informal groups. |
| 63 | .28 | The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.). |
| 68 | .28 | The wall locker facilities for personnel taking physical examinations. |
| 43 | .27 | The policies and procedures regarding movement from quarters to classrooms. |
| 90 | .27 | The reporting time for support troops and information about the nature of the training they are supporting. |

Table 20 (continued)

| <u>Item #</u> | <u>Correlation</u> | <u>Item Content</u> |
|---------------|--------------------|--|
| 109 | .27 | Military nightclub facilities for servicemen, E-1 through E-4. |
| 117 | .27 | The merit award system for recognizing outstanding soldiers. |
| 18 | .26 | Detailed information on personnel policies, pay, and benefits. |
| 93 | .26 | Student interest and involvement. |
| 96 | .26 | The assistance provided new officers in learning how to work with NCO's. |
| 2 | .25 | The handling of student affairs. |
| 82 | .25 | The availability of guest house facilities for guests of servicemen. |
| 87 | .25 | The scheduling of examinations. |

Table 21

Relationships Between VOLAR Actions and Attitudes
Reflecting Involvement with the Army and its Missions
Commissioned Personnel

| <u>Item #</u> | <u>Correlation</u> | <u>Item Content</u> |
|---------------|--------------------|---|
| 101 | .40 | The frequency with which military personnel are required to perform refuse and garbage pick-up details. |
| 13 | .39 | My commander's explanations of the "reason why" certain tasks should be done in a particular way. |
| 20 | .38 | The elimination of formations which deprive soldiers of personal time or indicate a lack of trust. |
| 98 | .38 | Frequency of kitchen police (KP). |
| 100 | .37 | The frequency with which military personnel are required to cut grass and police the post. |
| 61 | .36 | The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays. |
| 19 | .35 | The reduction of "hurry up and wait." |
| 12 | .34 | The use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership." |
| 21 | .34 | The amount of duty time provided me to prepare for inspection. |
| 11 | .32 | The reactions to complaints and recommendations of young soldiers. |
| 17 | .32 | Public recognition of the accomplishments of lower ranking soldiers. |
| 93 | .32 | Student interest and involvement. |
| 99 | .31 | The frequency of performing menial tasks not related to primary duty. |
| 2 | .30 | The handling of student affairs. |
| 23 | .30 | The policies regarding bed check. |
| 82 | .30 | The availability of guest house facilities for guests of servicemen. |
| 118 | .30 | The efforts of commanders to establish realistic suspense dates. |

Table 21 (continued)

| <u>Item #</u> | <u>Correlation</u> | <u>Item Content</u> |
|---------------|--------------------|--|
| 35 | .29 | The opportunities for students to represent their classes on planning groups and academic review boards. |
| 27 | .28 | The policies and procedures regarding personal furniture and decoration of individual areas in barracks. |
| 48 | .28 | The policies regarding payday. |
| 62 | .28 | The variety of food offered in the unit mess hall. |
| 47 | .27 | The requirement for possessing the Armed Forces Liberty Pass during off-duty hours. |
| 83 | .27 | The availability of fabrics and sewing supplies at the PX. |
| 1 | .26 | The creation of a professional academic atmosphere in military schools. |
| 44 | .26 | The opportunities for discussion of unit activities with commanders in small, informal groups. |
| 50 | .26 | Compensatory time off during the week for personnel required to perform weekend details. |
| 51 | .26 | The period of advance notification given to soldiers assigned to work details. |
| 89 | .25 | The availability of "open time" during training to take care of personal affairs. |

number of action items did relate fairly strongly (e.g., .40) with this attitude area suggests that, at least at the first-tour officer level from which this officer group was drawn, a principal concern of the officer is with the well being of his men. Thus, a possible explanation for the types of items associated with this attitude area does emerge. If it can be assumed that the young officer must identify with either the "establishment" or with the men he supervises (a type of conflict faced by virtually all leaders at almost all levels in formal organizations), then it stands to reason that he would find it easier to identify with the organization when he can believe that the organization is not behaving unfairly toward its junior members, in this case, the enlisted men for whom he is responsible. When he can feel proud of the organization, then he can represent it to his men with pride, and can identify with both it and its purposes. When he cannot feel proud of it, then he rejects identification with it and at the same time makes a negative career decision. It is interesting that the items that are most strongly correlated with involvement, in Table 21, are items that concern themselves with reduction in inequities for enlisted personnel, which would permit the officer to represent the Army to these personnel with greater pride.

Considering the logic in the preceding paragraph, it might be expected that similar findings would be obtained with regard to attitudes toward Inequities, and Table 22 shows that this is indeed the case. Again, the inequities revealed in these items are those about which the enlisted man is concerned more than the officer, at least insofar as they impact on him personally, and which VOLAR actions were designed to relieve more than was the case in other areas. The items relating to this attitude area were concerned, as was the case with enlisted personnel, largely with actions designed to increase the responsiveness of the system to the individual needs of personnel, to decrease the menial work required of the soldier that is not related to his MOS, to increase his freedom, and to give greater consideration to the soldier from the point of view of allowing more advance notification to soldiers assigned to work details and reacting better to his complaints and recommendations.

Examination of VOLAR action items as they related to attitudes about security yielded much the same kinds of conclusions for officers as were reached for enlisted personnel. No consistent picture emerged from the top ranking items shown in Table 23. Again, this probably stems from two reasons. One is that Fort Benning VOLAR actions did not specifically address this area, and the second is that most of the VOLAR actions at Fort Benning were directed at enlisted personnel rather than officers.

However, VOLAR actions did relate to attitudes about leadership among officers more meaningfully, just as they had among enlisted personnel. The items shown in Table 24 indicate that actions concerned with the responsiveness of the system to the problems and needs of the soldier, for whom the officer is responsible, constituted one focus of satisfaction for the officer. Examples are compensatory time off for personnel performing weekend details,

Table 22

Relationships Between VOLAR Actions and Attitudes
Reflecting Feelings of Inequity
Officers

| <u>Item #</u> | <u>Correlation</u> | <u>Item Content</u> |
|---------------|--------------------|---|
| 55 | -.46 | The processing of requests for hardship discharge or compassionate reassignment. |
| 101 | -.39 | The frequency with which military personnel are required to perform refuse and garbage pick-up details. |
| 51 | -.38 | The period of advance notification given to soldiers assigned to work details. |
| 27 | -.37 | The policies and procedures regarding personal furniture and decoration of individual areas in barracks. |
| 11 | -.34 | The reactions to complaints and recommendations of young soldiers. |
| 90 | -.34 | The reporting time for support troops and information about the nature of the training they are supporting. |
| 100 | -.34 | The frequency with which military personnel are required to cut grass and police the post. |
| 89 | -.29 | The availability of "open time" during training to take care of personal affairs. |
| 97 | -.29 | The welcome and orientation provided upon arrival at the Welcome Center. |
| 13 | -.28 | My commander's explanations of the "reason why" certain tasks should be done in a particular way. |
| 98 | -.28 | Frequency of kitchen police (KP). |
| 99 | -.27 | The frequency of performing menial tasks not related to primary duty. |
| 78 | -.26 | The availability of major appliances, furniture, and sporting goods at the PX. |
| 86 | -.26 | Outprocessing procedures. |
| 103 | -.26 | Privacy and individuality in troop barracks. |
| 1 | -.25 | The creation of a professional academic atmosphere in military schools. |

(continued)

Table 22 (continued)

| <u>Item #</u> | <u>Correlation</u> | <u>Item Content</u> |
|---------------|--------------------|--|
| 18 | -.24 | Detailed information on personnel policies, pay, and benefits. |
| 20 | -.24 | The elimination of formations which deprive soldiers of personal time or indicate a lack of trust. |
| 60 | -.24 | The opportunities for unmarried enlisted men to attend co-ed activities on-post. |
| 95 | -.24 | Information provided personnel prior to their arrival. |
| 62 | -.23 | The variety of food offered in the unit mess hall. |
| 57 | -.22 | The opportunity to take care of personnel actions during lunch period. |
| 76 | -.22 | The PX closing time. |
| 93 | -.22 | Student interest and involvement. |
| 118 | -.22 | The efforts of commanders to establish realistic suspense dates. |

Table 23

Relationships Between VOLAR Actions and Attitudes
Reflecting Satisfaction of Security Needs

Officers

| <u>Item #</u> | <u>Correlation</u> | <u>Item Content</u> |
|---------------|--------------------|--|
| 11 | .42 | The reactions to complaints and recommendations of young soldiers. |
| 27 | .41 | The policies and procedures regarding personal furniture and decoration of individual areas in barracks. |
| 19 | .39 | The reduction of "hurry up and wait." |
| 101 | .39 | The frequency with which military personnel are required to perform refuse and garbage pick-up details. |
| 12 | .38 | The use of a leadership style by my commanders/ NCO's which respects the dignity of every person and avoids what might be called "angry leadership." |
| 13 | .38 | My commander's explanations of the "reason why" certain tasks should be done in a particular way. |
| 20 | .36 | The elimination of formations which deprive soldiers of personal time or indicate a lack of trust. |
| 100 | .35 | The frequency with which military personnel are required to cut grass and police the post. |
| 93 | .34 | Student interest and involvement. |
| 118 | .34 | The efforts of commanders to establish realistic suspense dates. |
| 2 | .33 | The handling of student affairs. |

(continued)

Table 23 (Continued)

| <u>Item #</u> | <u>Correlation</u> | <u>Item Content</u> |
|---------------|--------------------|---|
| 17 | .32 | Public recognition of the accomplishments of lower-ranking soldiers. |
| 44 | .32 | The opportunities for discussion of unit activities with commanders in small, informal groups. |
| 89 | .32 | The availability of "open time" during training to take care of personal affairs. |
| 48 | .31 | The policies regarding payday. |
| 90 | .31 | The reporting time for support troops and information about the nature of the training they are supporting. |
| 18 | .30 | Detailed information on personnel policies, pay, and benefits. |
| 78 | .29 | The availability of major appliances, furniture, and sporting goods at the PX. |
| 7 | .29 | The number of times I have received Saturday, Sunday, or holiday duty assignments. |
| 55 | .29 | The processing of requests for hardship discharge or compassionate reassignment. |
| 35 | .28 | The opportunities for students to represent their classes on planning groups and academic review boards. |
| 43 | .28 | The policies and procedures regarding movement from quarters to classrooms. |
| 82 | .28 | The availability of guest house facilities for guests of servicemen. |
| 99 | .28 | The frequency of performing menial tasks not related to primary duty. |
| 8 | .27 | The policies and procedures of Annual General and Command Maintenance Management Inspections (IG and CMMI). |
| 21 | .27 | The amount of duty time provided me to prepare for inspection. |
| 96 | .27 | The assistance provided new officers in learning how to work with NCOs. |

reactions to complaints and recommendations of young soldiers, the reduction of "hurry up and wait" and so on. A second focus of satisfaction for the officer consists of actions that impacted on himself. Examples of these are the leadership style of his own seniors (Item 12), commanders' explanations of reasons why (Item 13), and the attempt to create a professional academic atmosphere in military schools (Item 1). A third focus in these items which is not quite as strong as the other two consisted of items relating to inequities to which the enlisted ranks had also reacted. A possible interpretation of this is that the first-tour officer blames inequities experienced by enlisted personnel on the quality of leadership being exercised at more senior levels. (This interpretation also sheds some light on the findings with regard to attitude area 1, dealing with the junior officer's Involvement with the Army and its Missions.)

In summary, relationships between the Fort Benning VOLAR actions and attitudes of first-tour officers were somewhat stronger than was the case with enlisted. However, perhaps because VOLAR actions were more directed toward enlisted than officer personnel, the items that appeared most strongly related to officer attitudes toward Involvement, Inequities, Security, and Leadership reflected the officer's apparent concern for the soldier more than for himself. One especially interesting interpretation emerged from examination of items relating to officers' attitudes toward leadership. This was the suggestion that the junior officer may react negatively toward the leadership of his seniors and the Army as a whole when he believes inequities are being perpetuated on soldiers for whom he is responsible. The inference from this is that the extent to which he can identify with the Army and feel proud of his membership in it, may depend on the extent to which he can feel pride in the manner in which the Army treats its lowest ranking members, for whom he feels in part responsible.

Attitudes Toward VOLAR Actions Themselves

In addition to assessing the impact of Fort Benning VOLAR actions on career intentions and attitudes toward the Army, the analysis was designed to identify items toward which attitudes were highly favorable, whether or not they were associated with either career intentions or general attitudes. Accordingly, each item assessing a VOLAR action was analyzed separately. Both enlisted and commissioned personnel were surveyed at both Fort Benning and Fort Knox, the comparison post, both before VOLAR actions were initiated and after a period of experience with the VOLAR program. The analysis technique (analysis of variance) was designed to test for a difference in the way respondents reacted to an item between the two testing times, at the two different posts. That is, if first-tour enlisted personnel reacted to an item the same way at both the first and second testings at Fort Knox, while first-tour enlisted personnel reacted more favorably at the second testing at Fort Benning, this was detected by the test, and constituted evidence that the Fort Benning VOLAR action had produced the more favorable attitudes.

Table 24
Relationships Between VOLAR Actions and
Attitudes About Army Leadership

Officers

| <u>Item #</u> | <u>Correlation</u> | <u>Item Content</u> |
|---------------|--------------------|--|
| 2 | .47 | The handling of student affairs. |
| 50 | .40 | Compensatory time off during the week for personnel required to perform weekend details. |
| 11 | .39 | The reactions to complaints and recommendations of young soldiers. |
| 12 | .39 | The use of a leadership style by my commanders/NCOs which respects the dignity of every person and avoids what might be called "angry leadership." |
| 89 | .37 | The availability of "open time" during training to take care of personal affairs. |
| 13 | .36 | My commander's explanations of the "reason why" certain tasks should be done in a particular way. |
| 43 | .36 | The policies and procedures regarding movement from quarters to classrooms. |
| 19 | .35 | The reduction of "hurry up and wait." |
| 90 | .35 | The reporting time for support troops and information about the nature of the training they are supporting. |
| 61 | .34 | The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays. |
| 93 | .34 | Student interest and involvement. |
| 1 | .33 | The creation of a professional academic atmosphere in military schools. |

(continued)

Table 24 (Continued)

| <u>Item #</u> | <u>Correlation</u> | <u>Item Content</u> |
|---------------|--------------------|---|
| 74 | .33 | Control of traffic onto and off the post. |
| 118 | .33 | The efforts of commanders to establish realistic suspense dates. |
| 17 | .32 | Public recognition of the accomplishments of lower-ranking soldiers. |
| 20 | .31 | The elimination of formations which deprive soldiers of personal time or indicate a lack of trust. |
| 35 | .31 | The opportunities for students to represent their classes on planning groups and academic review boards. |
| 8 | .30 | The policies and procedures of Annual General and Command Maintenance Management Inspections (IG and CMMI). |
| 87 | .30 | The scheduling of examinations. |
| 96 | .30 | The assistance provided new officers in learning how to work with NCOs. |
| 106 | .30 | Costs associated with clearing quarters. |
| 52 | .29 | Career counseling provided junior leaders. |
| 98 | .29 | Frequency of kitchen police (KP). |
| 115 | .29 | The operating hours of the Quartermaster Clothing Sales Store. |
| 63 | .28 | The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.). |
| 86 | .28 | Outprocessing procedures. |

If attitudes improved equally at both posts, it was assumed that this was a result of one or more of three possibilities: (a) an artifact of the test; (b) a general happening reported in the news media; or (c) a VOLAR action implemented at Fort Knox as well as at Fort Benning. (It was found quite early in the test period that several Army-wide actions had occurred as a result of the VOLAR program, e.g., reduction or elimination of reveille formations, and that several non-funded VOLAR actions in the Fort Benning plan had been implemented at Fort Knox, e.g., improvement of on-post bus service.)

The results of this analysis are summarized in Table 25, and depicted graphically in Appendix A. Table 25 lists the high and medium impact VOLAR actions in terms of their relative impact on enlisted personnel. In this table, the first column contains the rank of the item, from highest impact to lowest. The second column contains the number of the item in the VOLAR questionnaire, and the third contains an index of the relative impact the item had at Fort Benning, in comparison with Fort Knox personnel of similar rank and tour status. As an aid in interpreting this index, it achieves statistical significance with a magnitude of approximately 3.9 in the present analysis, and becomes very significant at a value of approximately 6.8. As can be seen from the table, a total of 65 items have had significant impact at Fort Benning, as measured by this criterion. Of these, it seems reasonable to conclude that at least the top half, i.e., the first 33, have had a very high impact.

The number of items with high impact virtually prohibits detailed discussion. However, it is significant that three of the top ten items have to do with VOLAR actions that reduced or eliminated details (KP, police of the post, and garbage or refuse pick-up). Two deal with freedom to individualize personal areas in the barracks and privacy. The policy permitting beer in the barracks was also one of the top ten, though this may well have been more figurative than literal; data from other sources suggest that the presence of soft drinks in the barracks and in the mess hall have had greater impact than beer.

In the analysis of these significant actions, there were three on which attitudes have become worse during the period of the VOLAR experiment. Attitudes of first tour enlisted personnel were lower at the time of the second testing on the following two:

8. The policies and procedures of Annual General and Command Maintenance Management Inspections (IG and CMMI).
10. The soliciting procedures for fund drives, savings bond campaigns, etc.

Table 25

Attitudes Toward VOLAR Actions Themselves
Enlisted Personnel

High and Medium Impact Items

| <u>Rank</u> | <u>Item #</u> | <u>F</u> | <u>Item Content</u> |
|-------------|---------------|----------|--|
| | | | <u>HIGH IMPACT</u> |
| 1 | 98 | 189.30 | Frequency of kitchen police (KP). |
| 2 | 113 | 139.73 | Transportation to recreation facilities within a 200-mile radius of this installation. |
| 3 | 103 | 89.82 | Privacy and individuality in troop barracks. |
| 4 | 26 | 76.26 | The policy concerning beer in the barracks. |
| 5 | 85 | 71.98 | Inprocessing procedures. |
| 6 | 101 | 66.81 | The frequency with which military personnel are required to perform refuse and garbage pick-up details. |
| 7 | 27 | 66.41 | The policies and procedures regarding personal furniture and decoration of individual areas in barracks. |
| 8 | 61 | 58.07 | The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays. |
| 9 | 100 | 55.93 | The frequency with which military personnel are required to cut grass and police the post. |
| 10 | 33 | 53.42 | The policy regarding the wear of hats in POVs. |
| 11 | 106 | 52.23 | Costs associated with clearing quarters. |
| 12 | 76 | 51.70 | The PX closing time. |
| 13 | 102 | 51.27 | The maintenance and repair of troop billets and family quarters. |
| 14 | 86 | 50.74 | Outprocessing procedures. |
| 15 | 45 | 45.45 | The policies on travel distance during off-duty time. |
| 16 | 107 | 44.65 | Transportation to and from the local community. |
| 17 | 50 | 43.94 | Compensatory time off during the week for personnel required to perform weekend details. |
| 18 | 83 | 42.83 | The availability of fabrics and sewing supplies at the PX. |

Table 25 (continued)

| <u>Rank</u> | <u>Item #</u> | <u>F</u> | <u>Item Content</u> |
|----------------------|---------------|----------|--|
| 19 | 56 | 37.82 | Information provided incoming personnel on facilities available, e.g., PX, Club, Special Services, education, etc. |
| 20 | 115 | 32.22 | The operating hours of the Quartermaster Clothing Sales Store. |
| 21 | 104 | 32.18 | The reception at the local municipal airport. |
| 22 | 109 | 30.24 | Military nightclub facilities for servicemen, E-1 through E-4. |
| 23 | 78 | 30.12 | The availability of major appliances, furniture, and sporting goods at the PX. |
| 24 | 47 | 29.51 | The requirement for possessing the Armed Forces Liberty Pass. |
| 25 | 99 | 29.06 | The frequency of performing menial tasks not related to primary duty. |
| 26 | 67 | 27.34 | The processing of patients at hospital waiting rooms. |
| 27 | 97 | 25.42 | The welcome and orientation provided upon arrival at the Welcome Center. |
| 28 | 48 | 23.82 | The policies regarding payday. |
| 29 | 24 | 22.67 | The policies and procedures regarding sign-in and sign-out. |
| 30 | 112 | 21.59 | Check-cashing procedures. |
| 31 | 31 | 21.27 | The expense involved in sewing required patches, badges, etc., on the fatigue uniform. |
| 32 | 111 | 21.13 | The motel facilities for housing families awaiting or clearing quarters. |
| 33 | 59 | 20.37 | The policies regarding refreshments in the service club. |
| <u>MEDIUM IMPACT</u> | | | |
| 34 | 38 | 19.51 | The type of dress required for personnel who work on Saturday. |
| 35 | 19 | 18.90 | The reduction of "hurry up and wait." |
| 36 | 95 | 17.33 | Information provided personnel prior to their arrival. |
| 37 | 57 | 17.00 | The opportunity to take care of personnel actions during lunch period. |
| 38 | 52 | 16.95 | Career counseling provided junior leaders. |
| 39 | 73 | 14.54 | Information about MAC flights. |
| 40 | 36 | 14.15 | Information about post and community activities, services, and items of immediate interest. |

Table 25 (continued)

| <u>Rank</u> | <u>Item #</u> | <u>F</u> | <u>Item Content</u> |
|-------------|---------------|----------|---|
| 41 | 62 | 14.01 | The variety of food offered in the unit mess hall. |
| 42 | 82 | 13.90 | The availability of guest house facilities for guests of servicemen. |
| 43 | 66 | 13.31 | Information provided incoming personnel and their dependents on available medical care. |
| 44 | 117 | 12.89 | The merit award system for recognizing outstanding soldiers. |
| 45 | 37 | 12.74 | Accommodations for students who wish to bring lunches from home. |
| 46 | 35 | 12.19 | The opportunities for students to represent their classes on planning groups and academic review boards. |
| 47 | 68 | 12.12 | The wall locker facilities for personnel taking physical examinations. |
| 48 | 75 | 12.02 | The information on an appointments system for medical and dental care. |
| 49 | 88 | 11.80 | The scheduling of classes on the day following night problems. |
| 50 | 60 | 11.79 | The opportunities for unmarried enlisted men to attend co-ed activities on-post. |
| 51 | 18 | 10.54 | Detailed information on personnel policies, pay, and benefits. |
| 52 | 55 | 10.04 | The processing of requests for hardship discharge or compassionate reassignment. |
| 53 | 89 | 8.54 | The availability of "open time" during training to take care of personal affairs. |
| 54 | 10 | 8.17 | The soliciting procedures for fund drives, savings bond campaigns, etc. |
| 55 | 17 | 7.65 | Public recognition of the accomplishments of lower ranking soldiers. |
| 56 | 9 | 7.27 | The awards and decorations program. |
| 57 | 49 | 6.44 | Assignment of additional duties for unit-level officers. |
| 58 | 94 | 6.11 | Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds. |

Table 25 (continued)

| <u>Rank</u> | <u>Item #</u> | <u>F</u> | <u>Item Content</u> |
|-------------|---------------|----------|---|
| 59 | 11 | 5.57 | The reactions to complaints and recommendations of young soldiers. |
| 60 | 63 | 5.44 | The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.). |
| 61 | 8 | 4.85 | The policies and procedures of Annual General and Command Maintenance Management Inspections (IG and CMMI). |
| 62 | 96 | 4.56 | The assistance provided new officers in learning how to work with NCOs. |
| 63 | 90 | 4.29 | The reporting time for support troops and information about the nature of the training they are supporting. |
| 64 | 44 | 4.14 | The opportunities for discussion of unit activities with commanders in small, informal groups. |
| 65 | 51 | 3.90 | The period of advance notification given to soldiers assigned to work details. |

It is probable that it would be worthwhile during the FY 1972 VOLAR continuation to seek to identify the source of this drop in attitudes. Examination of group responses indicated that less favorable attitudes were found at the second testing among extended-tour enlisted personnel on the following item:

78. The availability of major appliances, furniture, and sporting goods at the PX.

Again, it would seem worthwhile to try to find the reason for this drop in attitudes.

While the sheer number of actions that had significant impact precludes discussion, it is worth noting again that the levels of significance attained by the indexes of even the top 50 items are quite high, and those of the top 32 are extraordinarily high. The comparative impact of these items, between the Fort Benning and its non-VOLAR comparison post, is illustrated in Appendix A, which contains graphs of the average responses of the sixteen groups covered in the two VOLAR evaluation surveys. The graphs show, and the analysis confirms, that the impact of VOLAR actions at Fort Benning has been extremely high.

The impact of VOLAR actions on officers at Fort Benning, by the same criteria, has not been as high. While 65 actions had significant impact on enlisted personnel, and 33 a very high impact, only 49 had significant impact on officers, and only 11 a very high impact. Table 26 shows the items that reflect the VOLAR actions that had impact for officers. Again, the sheer number of significant actions prohibits an item-by-item examination. However, subjective analysis of the top items reveals both a substantial degree of overlap between first-tour officers and first-tour enlisted personnel, and the concern of officers with the needs of enlisted personnel already found in earlier analyses.

There are some items specific to officers, however. One of these is the change in policy regarding the purchase of the Army blue uniform by OBV-2 officers. A second concerns policies regarding movement from quarters to classrooms, and a third deals with costs associated with clearing quarters. Still a fourth concerns club facilities for unmarried officers.

As was noted above, the impact of Fort Benning VOLAR actions on officers has not been as high as on enlisted personnel. However, this is only a relative matter. If the impact on officers alone had been the subject of this analysis, the conclusion would have been that VOLAR had had a massive impact. The point of the comparison is that the impact on enlisted personnel has been even higher. Another point is worth making as well. When the responses of the various groups are examined graphically, it is apparent that for many items there was a failure to find significance because there was no difference between the two posts in officer attitudes about the various

Table 26
Attitudes Toward VOLAR Actions Themselves
Officers

High and Medium Impact Items

| <u>Rank</u> | <u>Item #</u> | <u>F</u> | <u>Item Content</u> |
|----------------------|---------------|----------|--|
| <u>HIGH IMPACT</u> | | | |
| 1 | 83 | 69.41 | The availability of fabrics and sewing supplies at the PX. |
| 2 | 113 | 59.96 | Transportation to recreation facilities within a 200-mile radius of this installation. |
| 3 | 33 | 52.02 | The policies regarding the wear of hats in POVs. |
| 4 | 45 | 41.42 | The policies on travel distance during off-duty time. |
| 5 | 98 | 34.53 | Frequency of kitchen police (KP). |
| 6 | 115 | 30.61 | The operating hours of the Quartermaster Clothing Sales Store. |
| 7 | 34 | 30.52 | The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and (its) wear. |
| 8 | 43 | 24.20 | Policies and procedures regarding movement from quarters to classrooms. |
| 9 | 106 | 22.99 | Costs associated with clearing quarters. |
| 10 | 67 | 22.93 | The processing of patients at hospital waiting rooms. |
| 11 | 76 | 21.52 | The PX closing time. |
| <u>MEDIUM IMPACT</u> | | | |
| 12 | 107 | 19.04 | Transportation to and from the local community. |
| 13 | 47 | 17.94 | The requirement for possessing the Armed Forces Liberty Pass. |
| 14 | 81 | 17.53 | The club facilities for unmarried junior officers. |
| 15 | 23 | 17.10 | The policies regarding bed check. |
| 16 | 99 | 16.98 | The frequency of performing menial tasks not related to primary duty. |
| 17 | 24 | 16.89 | The policies and procedures regarding sign-in and sign-out. |

Table 26 (continued)

| <u>Rank</u> | <u>Item #</u> | <u>F</u> | <u>Item Content</u> |
|-------------|---------------|----------|--|
| 18 | 61 | 16.87 | The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays. |
| 19 | 100 | 16.73 | The frequency with which military personnel are required to cut grass and police the post. |
| 20 | 101 | 16.27 | The frequency with which military personnel are required to perform refuse and garbage pick-up details. |
| 21 | 86 | 15.18 | Outprocessing procedures. |
| 22 | 103 | 14.43 | Privacy and individuality in troop barracks. |
| 23 | 26 | 12.22 | The policy concerning beer in the barracks. |
| 24 | 104 | 12.08 | The reception at the local municipal airport. |
| 25 | 59 | 11.94 | The policies regarding refreshments in the service club. |
| 26 | 85 | 11.24 | Inprocessing procedures. |
| 27 | 25 | 9.82 | My commander's "open door" policy. |
| 28 | 27 | 9.66 | The policies and procedures regarding personal furniture and decoration of individual areas in barracks. |
| 29 | 68 | 9.65 | The wall locker facilities for personnel taking physical examinations. |
| 30 | 109 | 9.23 | Military nightclub facilities for servicemen, E-1 through E-4. |
| 31 | 37 | 8.84 | Accommodations for students who wish to bring lunches from home. |
| 32 | 82 | 8.81 | The availability of guest house facilities for guests of servicemen. |
| 33 | 36 | 8.81 | Information about post and community activities, services, and items of immediate interest. |
| 34 | 73 | 8.61 | Information about MAC flights. |
| 35 | 57 | 7.73 | The opportunity to take care of personal actions during lunch period. |
| 36 | 31 | 7.42 | The expense involved in sewing required patches, badges, etc., on the fatigue uniform. |
| 37 | 64 | 7.35 | The services offered by the Legal Assistance Office. |
| 38 | 97 | 7.34 | The welcome and orientation provided upon arrival at the Welcome Center. |

Table 26 (continued)

| <u>Rank</u> | <u>Item #</u> | <u>F</u> | <u>Item Content</u> |
|-------------|---------------|----------|---|
| 39 | 38 | 7.22 | The type of dress required for personnel who work on Saturday. |
| 40 | 50 | 6.82 | Compensatory time off during the week for personnel required to perform week-end details. |
| 41 | 63 | 6.73 | The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.). |
| 42 | 60 | 6.38 | The opportunities for unmarried enlisted men to attend co-ed activities on-post, |
| 43 | 94 | 5.97 | Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds. |
| 44 | 20 | 5.57 | The elimination of formations which deprive soldiers of personal time or indicate lack of trust. |
| 45 | 90 | 5.05 | Reporting time for support troops and information about the nature of the training they are supporting. |
| 46 | 48 | 4.75 | The policies regarding payday. |
| 47 | 93 | 4.65 | Student interest and involvement. |
| 48 | 62 | 4.12 | The variety of food offered in the unit mess hall. |
| 49 | 91 | 4.07 | Instruction by small group, practical work, hands-on training, and accessible assistant instructors. |

actions, although substantial improvement in satisfaction may have occurred at both. It is likely that this resulted from the implementation of non-funded VOLAR actions at Fort Knox, which were visible to and impacted upon officer personnel there.

Summary. Examination of attitudes of both officers and enlisted personnel toward the VOLAR actions at Fort Benning reveals a massive impact of the program. The impact has been greater on enlisted personnel than on officers, but this may be a result of the fact that some non-funded VOLAR actions were implemented at the comparison post during the period of the VOLAR Experiment, which would have prevented significant differences from occurring between the two posts. Evidence for this conclusion is presented in Appendix B, which contains graphs of items that did not yield a significant post by time difference, but which did yield a time difference for either the soldier or officer group, or both. (These items are also listed in Table 27, divided into high, medium, and low impact groups.)

The Low-Impact VOLAR Actions

Even though the VOLAR actions were, as a group, massively effective in their impact on soldiers' and officers' attitudes about the actions themselves, it was thought nonetheless desirable to examine the VOLAR action areas where significant change did not occur, in large part to furnish guidance as to next steps for VOLAR planning. Fourteen items were non-significant for soldiers, and 26 for officers. For all these items, the average responses for each of the surveyed groups were examined in an attempt to learn why there was no impact. This examination revealed that five soldier items did in fact have a low impact, and 19 had a low impact for officers. They had not been found significant in the previous analysis because as much change had occurred at the comparison post as at Fort Benning, indicating that either there was an Army-wide change, or that attitudes were being affected by some general set of happenings outside the Army. These low impact items are listed in Table 28. In addition, five items were dropped from consideration for soldiers because they reflected officer oriented actions. Six were dropped for officers for the same reason. This left 4 action items for soldiers on which there had been no change during the period of VOLAR, and 11 for officers. These 15 items are shown in Table 29.

One of the items for enlisted personnel, control of traffic onto and off the post, is difficult to explain. Apparently, this is an area that may need to be examined in future VOLAR planning, since it did correlate with general attitudes. However, the other three items in the enlisted group fall cleanly into a group that is clearly concerned with the quality of the soldier's leadership, and the management of his efforts (realistic suspense dates). This suggests that efforts thus far to provide a more effective climate of leadership for the individual soldier have been addressed in an area that needs improvement, as indicated by the fact that leadership was a general attitude area that was related to career intentions, but that these efforts may not have succeeded to the extent necessary to impact on the soldier's attitudes about his leadership.

Table 27

VOLAR Actions Estimated to Have had Impact,
But Without Statistical Significance

HIGH IMPACT

- 116 Shuttle bus service on post.

MEDIUM IMPACT

- 21 The amount of duty time provided me to prepare for inspection.
- 28 My commander's attitude toward individuals who visit the IG.
- 30 Current requirements to salute when either/or both persons are riding in a vehicle, or when either/or both persons are wearing civilian clothes.
- 32 The policies regarding the wear of shirt without blouse in the administrative area of all buildings.

LOW IMPACT

- 2 The handling of student affairs.
- 6 The establishment of realistic suspense dates.
- 7 The number of times I have received Saturday, Sunday, or holiday duty assignments.
- 13 My commander's explanations of the "reason why" certain tasks should be done in a particular way.
- 54 Assistance offered for drug problems.

Table 28

Low Impact Items Affecting Both
Fort Benning and Fort Knox

SOLDIER

- 7. The number of times I have received Saturday, Sunday, or holiday duty assignments.
- 20. The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
- 21. The amount of duty time provided me to prepare for inspection.
- 54. Assistance offered for drug problems.
- 87. The scheduling of examinations.

OFFICER

- 1. The creation of a professional academic atmosphere in military schools.
- 2. The handling of student affairs.
- 7. The number of times I have received Saturday, Sunday, or holiday duty assignments.
- 11. The reactions to complaints and recommendations of young soldiers.
- 13. My commander's explanations of the "reason why" certain tasks should be done in a particular way.
- 14. Soliciting procedures for the suggestion awards program.
- 18. Detailed information on personnel policies, pay, and benefits.

(continued)

Table 28 (Continued)

Low Impact Items Affecting Both
Fort Benning and Fort Knox

- 19. The reduction of "hurry up and wait."
- 35. The opportunities for students to represent their classes on planning groups and academic review boards.
- 44. The opportunities for discussion of unit activities with commanders in small, informal groups.
- 51. The period of advance notification given to soldiers assigned to work details.
- 52. Career counseling provided junior leaders.
- 56. Information provided incoming personnel on facilities available, e.g., PX, Club, Special Services, education, etc.
- 78. The availability of major appliances, furniture, and sporting goods at the PX.
- 88. The scheduling of classes on the day following night problems.
- 89. The availability of "open time" during training to take care of personal affairs.
- 111. The motel facilities for housing families awaiting or clearing quarters.
- 112. Check-cashing procedures.
- 117. The merit award system for recognizing outstanding soldiers.

Table 29

No-Impact VOLAR Actions

SOLDIER

- 12. The use of a leadership style by my commanders/NCOs which respects the dignity of every person and avoids what might be called "angry leadership."
- 13. My commander's explanations of the "reason why" certain tasks should be done in a particular way.
- 74. Control of traffic onto and off the post.
- 118. The efforts of commanders to establish realistic suspense dates.

OFFICER

- 10. The soliciting procedures for fund drives, savings bond campaigns, etc.
- 12. The use of a leadership style by my commanders/NCOs which respects the dignity of every person and avoids what might be called "angry leadership."
- 17. Public recognition of the accomplishments of lower-ranking soldiers.
- 40. The information provided newly commissioned officers on customs of the service and standards of dress.
- 49. Assignment of additional duties for unit-level officers.
- 54. Assistance offered for drug problems.
- 55. The processing of requests for hardship discharge or compassionate reassignment.

(continued)

Table 29 (Continued)

No-Impact VOLAR Actions

- 66. Information provided incoming personnel and their dependents on available medical care.
- 74. Control of traffic onto and off the post.
- 95. Information provided personnel prior to their arrival.
- 118. The efforts of commanders to establish realistic suspense dates.

The items reflecting no change for officers are somewhat more heterogeneous. They include the leadership item dealing with "angry leadership," but not the one on explaining reasons why. Since this is an expressed but unsatisfied need for the enlisted man, it is possible that future VOLAR planning might include leadership training for the junior officer, that would lead him to be a more effective communicator. The item relating to realistic suspense date is found in the list for officers also.

Other areas appear generally miscellaneous, except for several that reflect unsatisfied information needs. To some extent, this suggests that communication downward may not really be sufficient for the junior officer, except that his information needs are somewhat different from those of the enlisted man. This also might be considered in future planning for VOLAR actions.

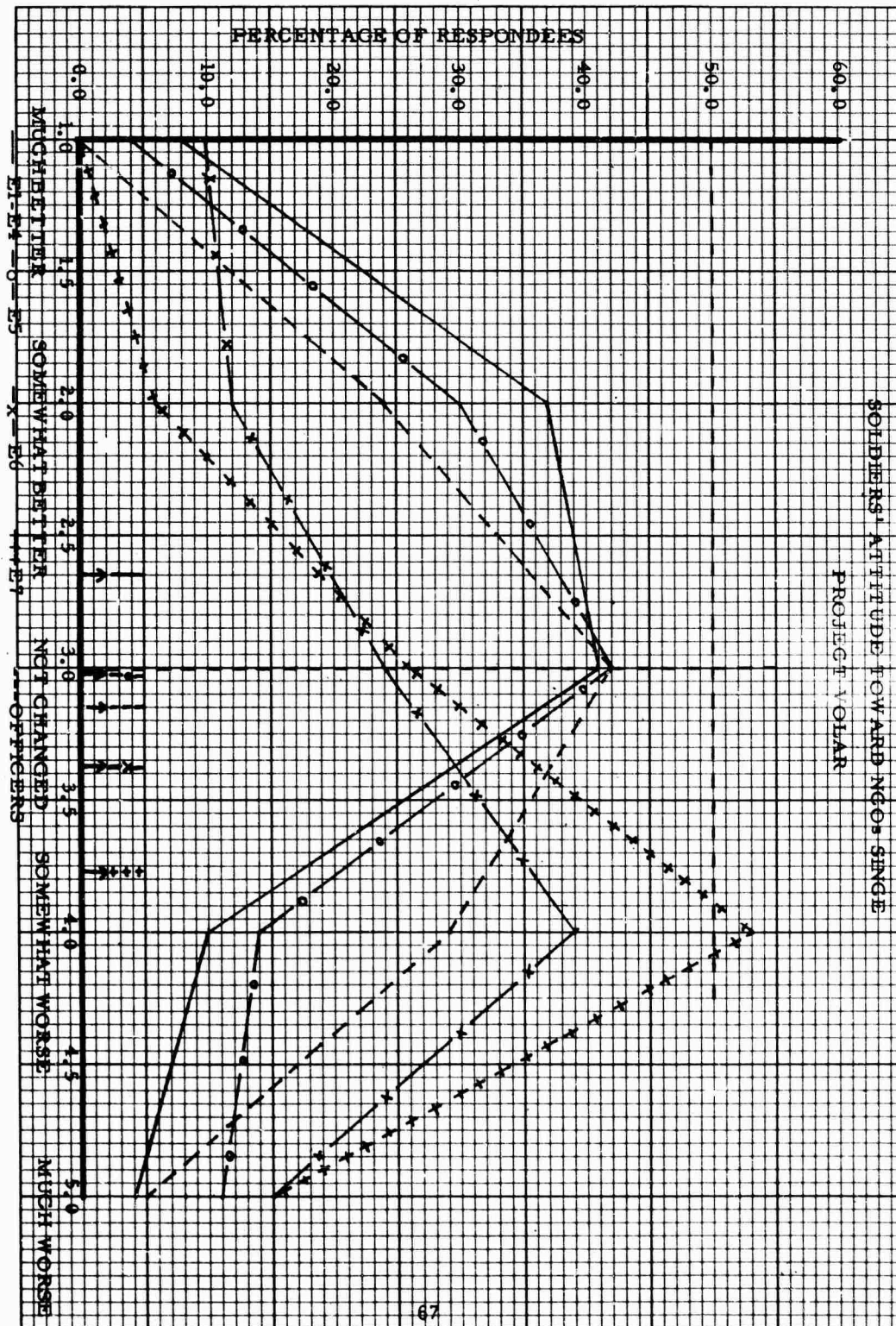
The "Discipline" Impact of Project VOLAR at Fort Benning

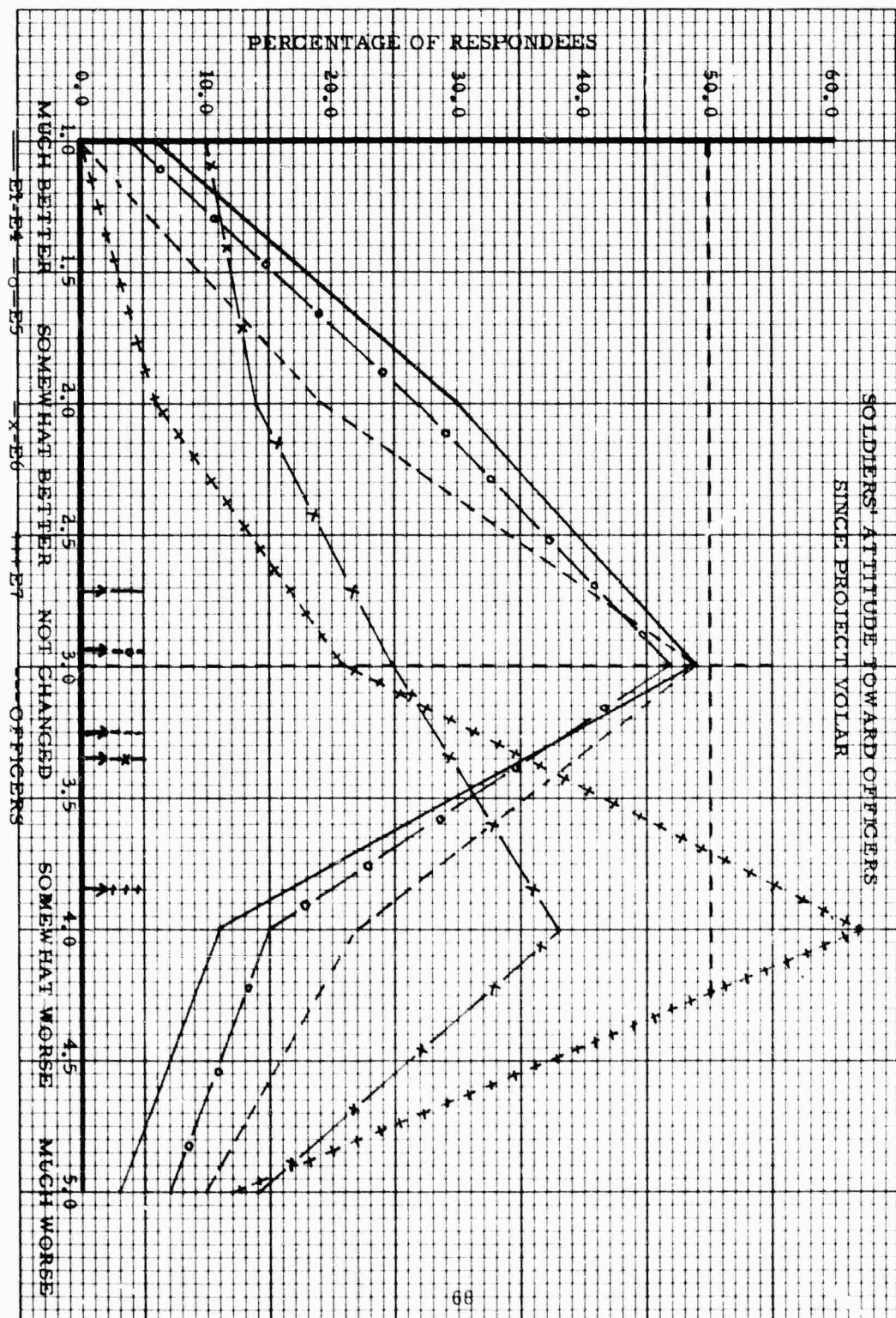
Whenever a program such as the VOLAR project is undertaken, it inevitably causes major changes in ways of doing things, and requires, in many cases, significant changes in policies and procedures. When much of the change effort is directed toward elimination of inequities at the lower ranking enlisted levels, as was the case in the Fort Benning plan, there is inevitably an opportunity for a loss of effectiveness. One of the guidelines under which the program was initiated at Fort Benning was that such a loss of effectiveness was not to occur. Consequently, a part of the VOLAR evaluation effort was to seek to determine whether VOLAR gains were made without a loss of effectiveness. Data for making this evaluation consisted of responses of soldiers in four groups by rank (E1-E4, E5, E6, and E7) and officers as a single group.

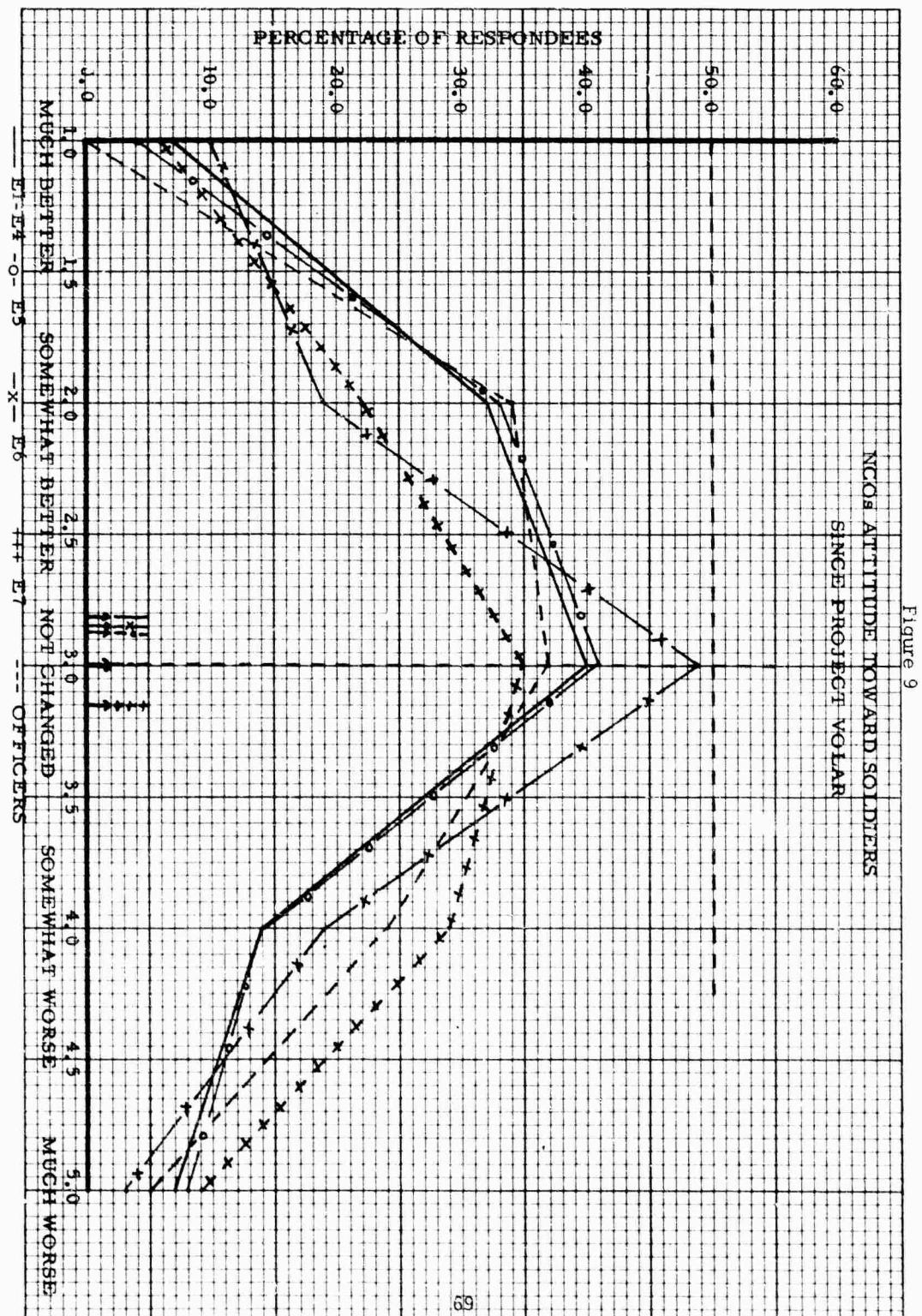
Responses to questions concerning soldiers' willingness to accomplish assigned tasks and their attitudes toward their superiors, as well as their superiors' attitudes toward them, are shown in Figures 7 through 18. The first four graphs deal with soldiers' attitudes toward officers and NCOs, and the attitudes of officers and NCOs toward them, in terms of whether these attitudes are better or worse since VOLAR was initiated. Examination of these Figures show that officers and enlisted personnel below E6 agree that soldiers' attitudes either have not changed since VOLAR was initiated, or that they are better. NCOs of E6 or E7 rank feel that soldiers' attitudes are somewhat worse, and E7s are more negative than E6s. Of great significance, as shown on the next two Figures, however, is that personnel at all rank levels tend to agree that NCOs' and officers' attitudes toward soldiers have not changed, with more believing improvement has occurred than that attitudes are worse.

The possible cause of the strongly negative attitudes of the more senior NCOs in Figures 7 and 8 is shown in Figure 11. Both E6s and E7s believe that soldiers are less willing to follow their directives than

Figure 7







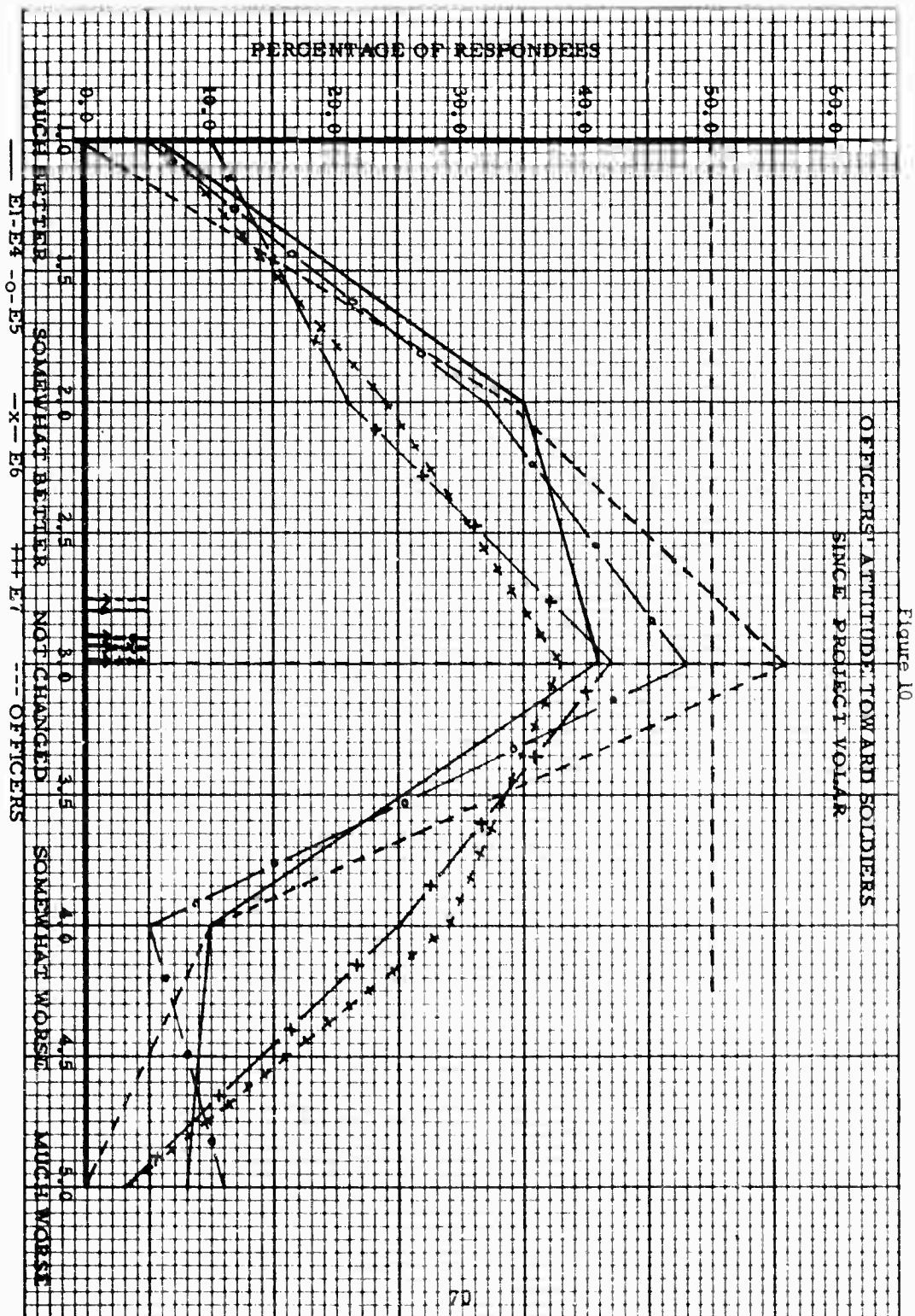
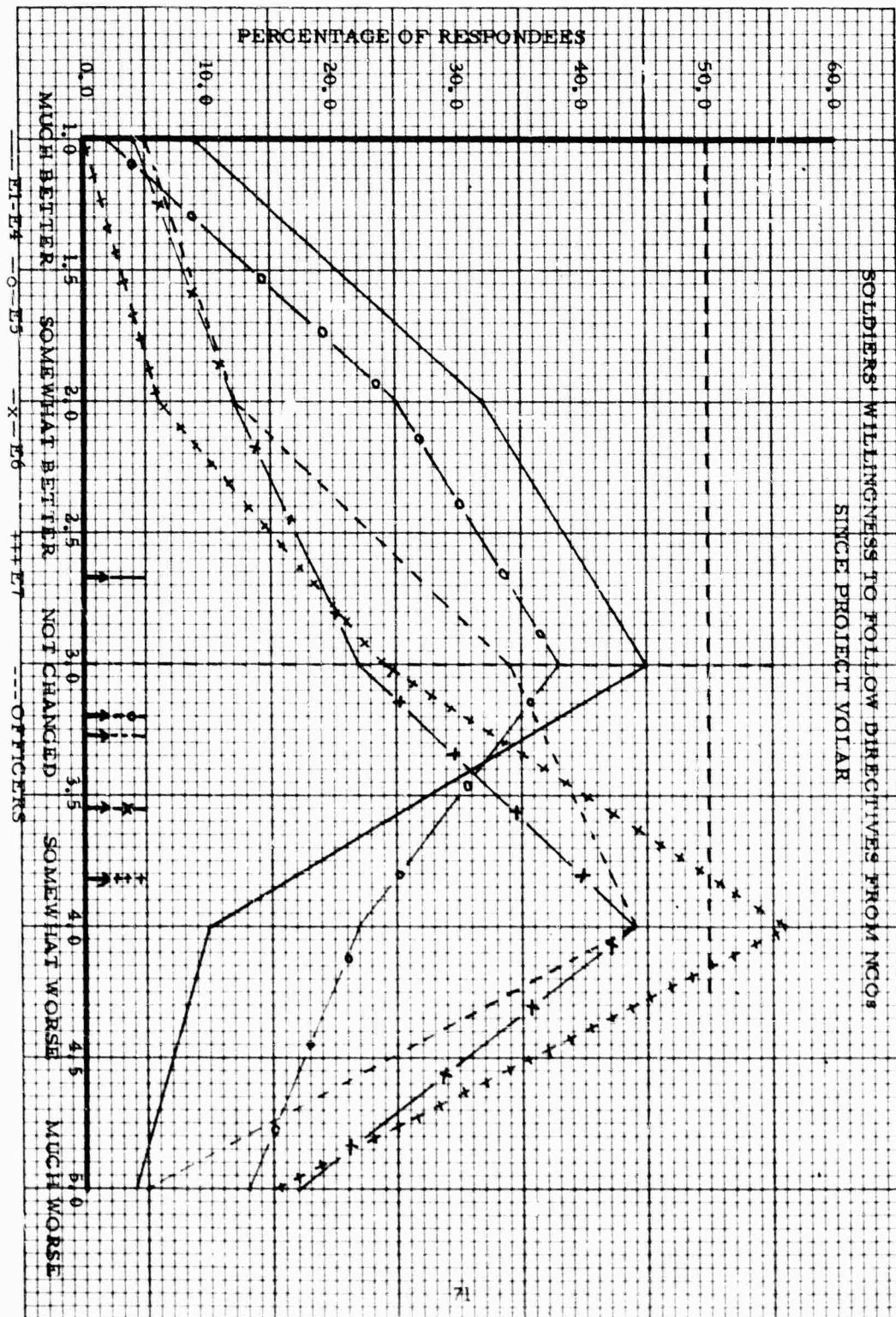


Figure 11
SOLDIERS' WILLINGNESS TO FOLLOW DIRECTIVES FROM NCOs
SINCE PROJECT VIOLAR



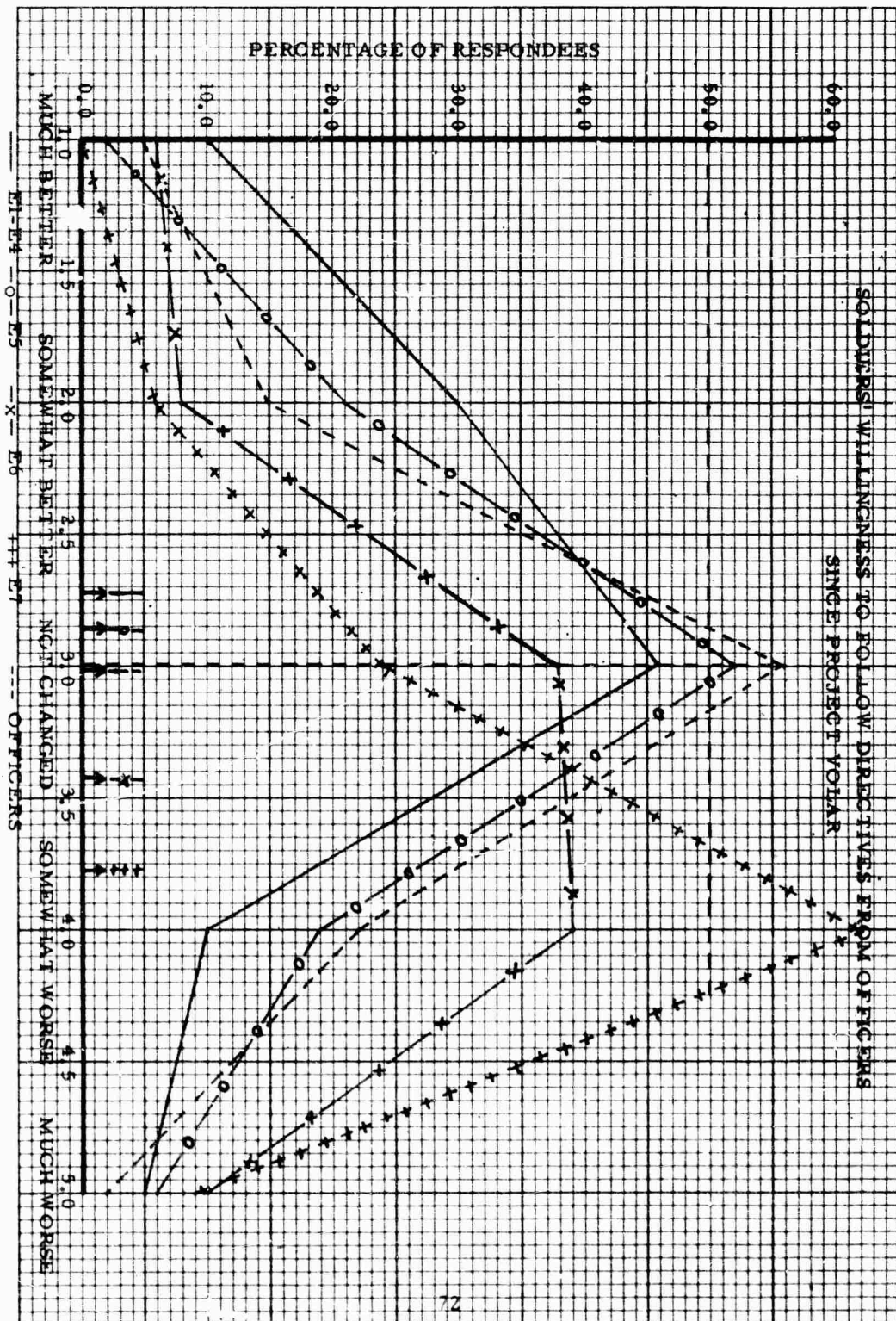


Figure 12

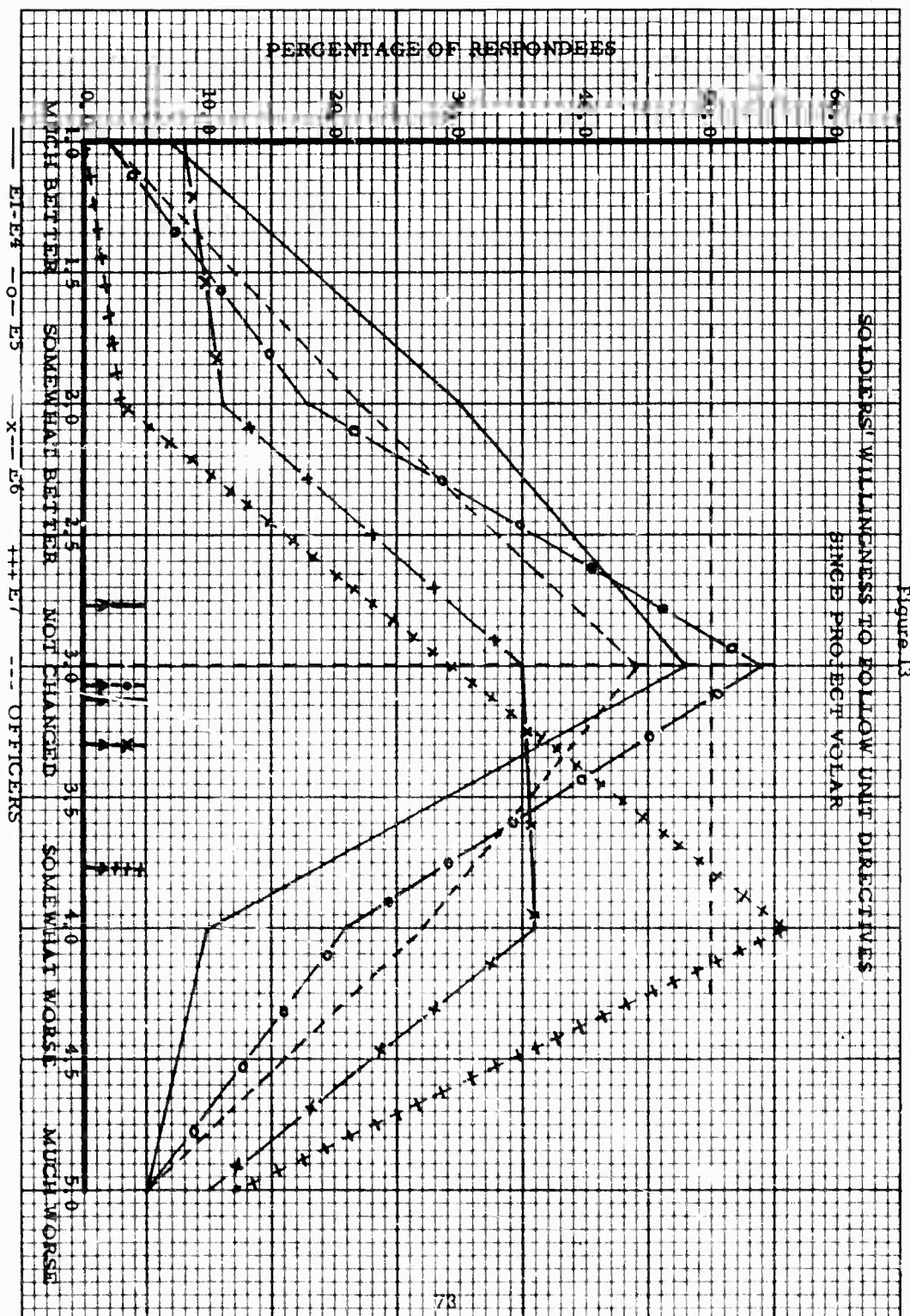


Figure 13

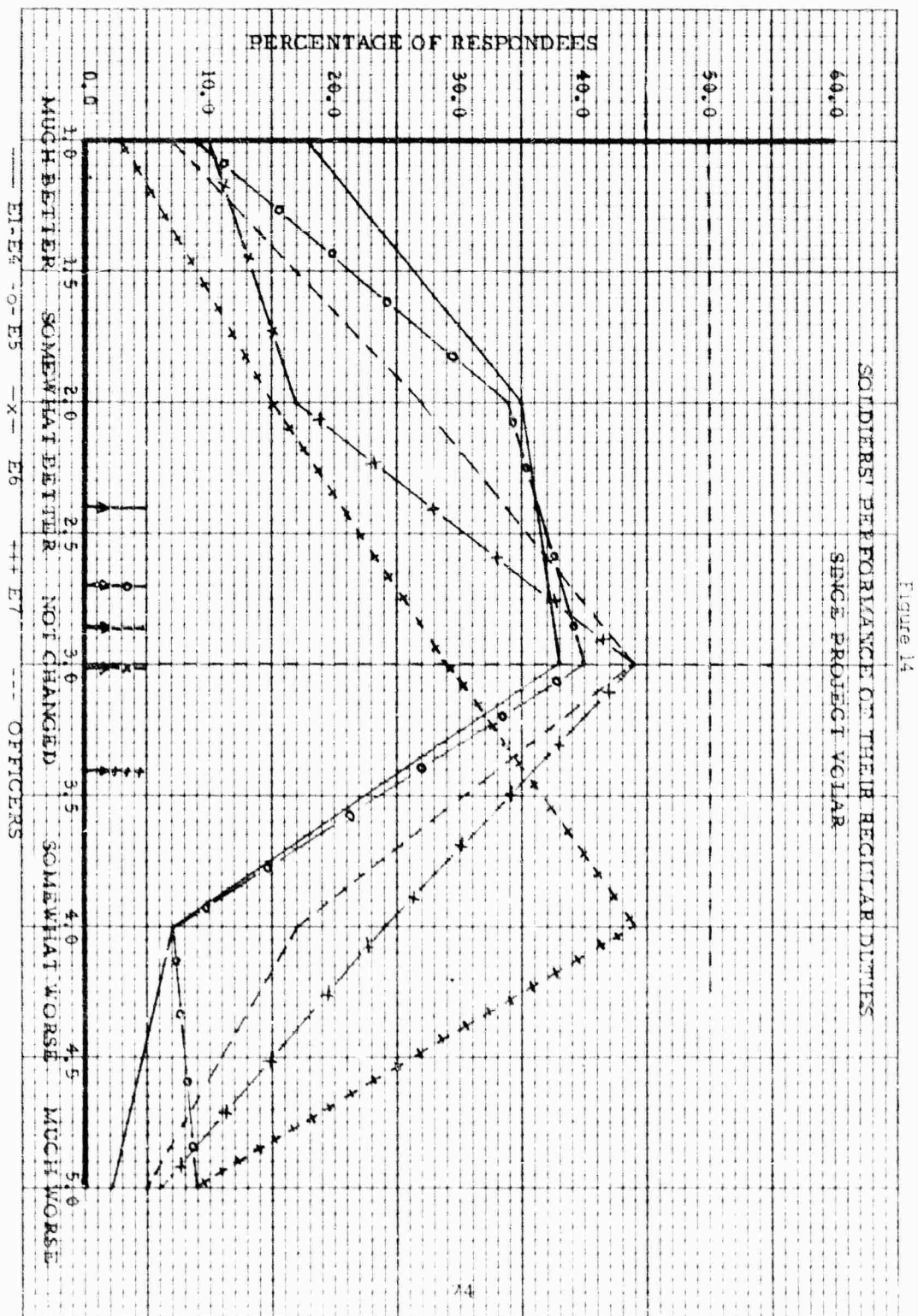
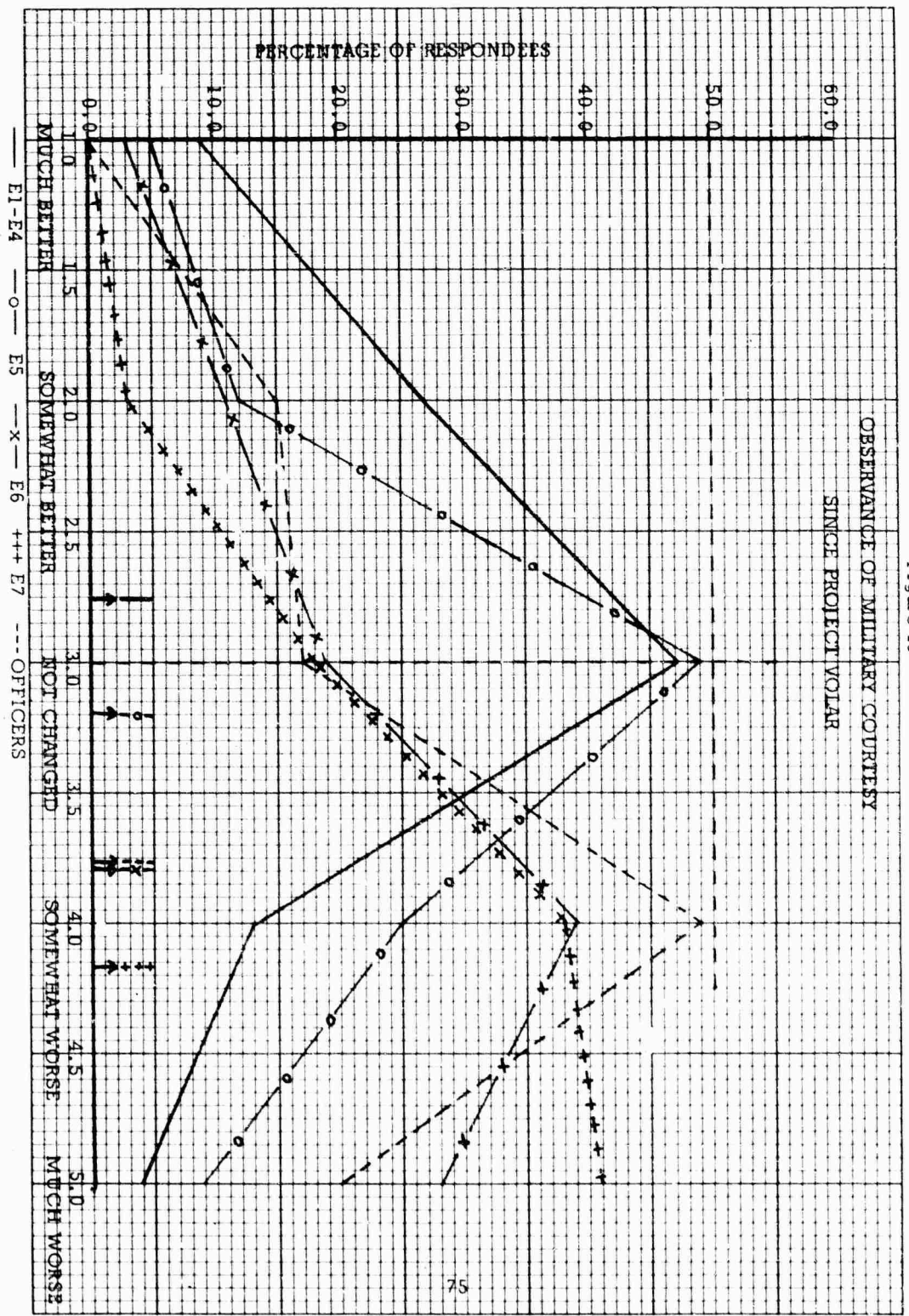


Figure 15



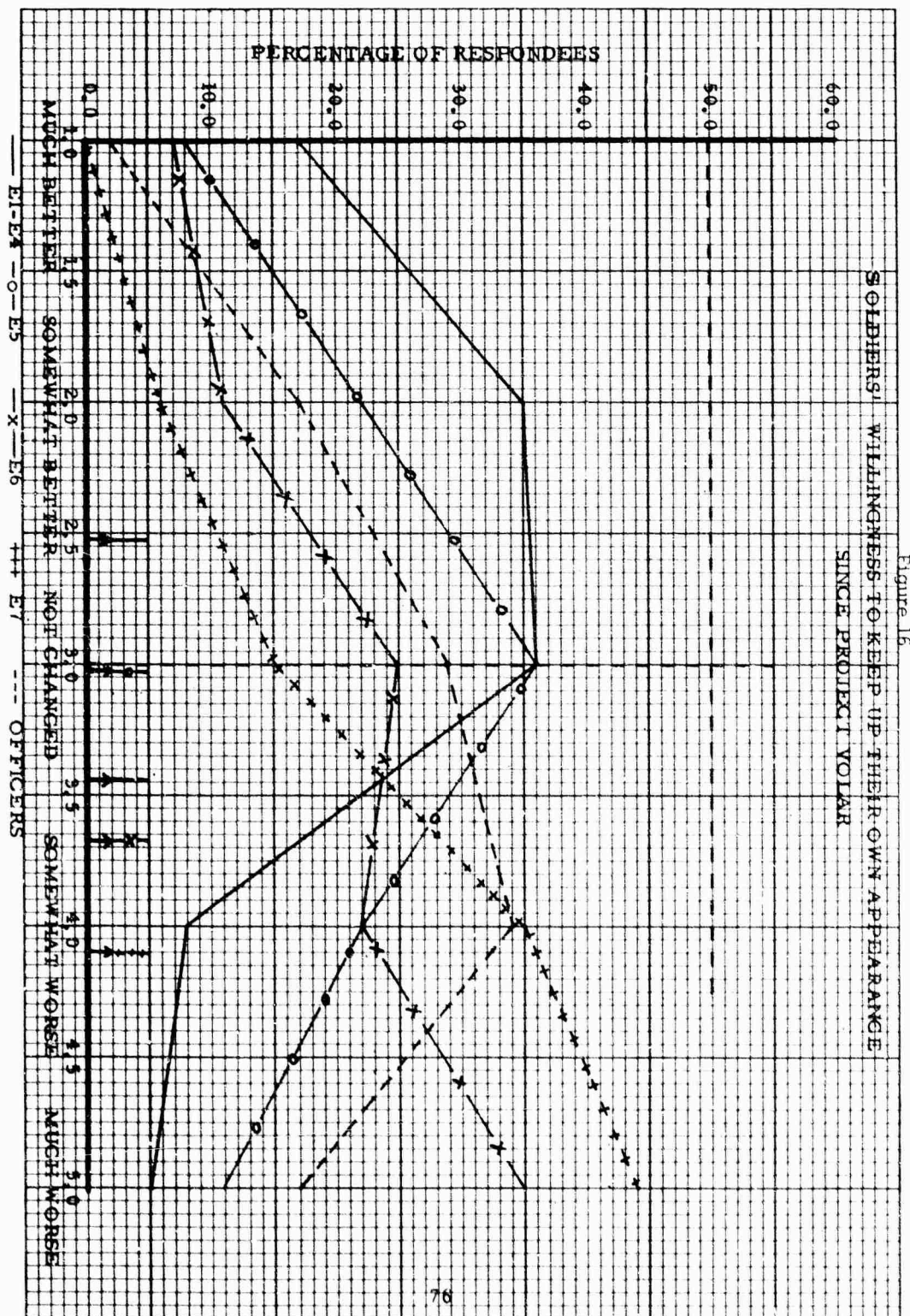
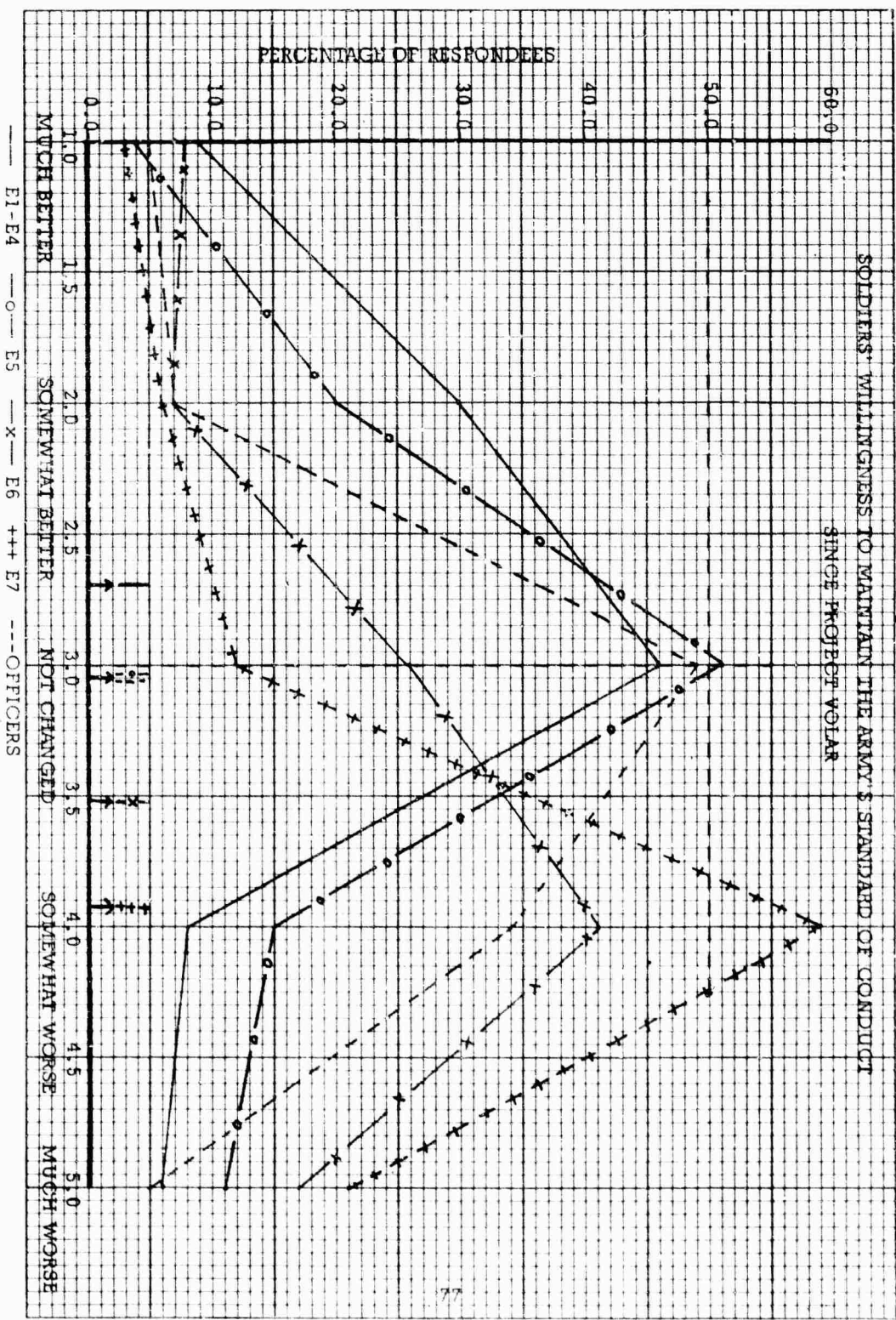
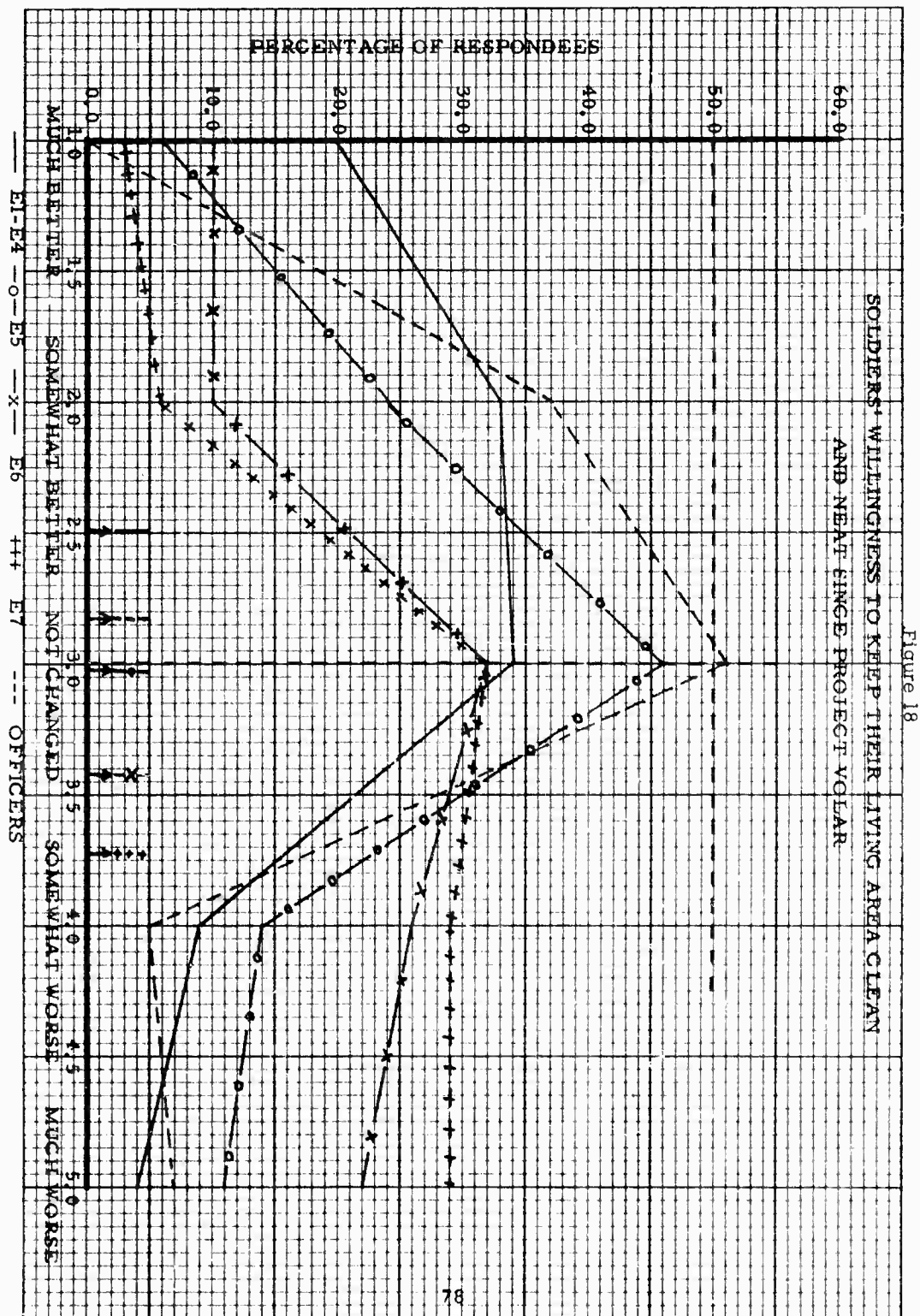


Figure 17





before VOLAR, and officers agree with them, though the soldiers do not feel this way themselves. However, as Figure 12 shows, soldiers and officers believe that soldiers are as willing to follow officers' directives as before, and a substantial proportion of E6s agree with this. A strong majority of E7s do not.

The same general picture is shown in Figure 13, concerning soldiers' willingness to follow unit directives. This seems only reasonable, since unit directives would have been generated, in the main, by officers. However, the findings shown in Figure 14 suggest that not only is there general agreement among lower ranking enlisted personnel and officers that soldiers perform their regular duties about as well since VOLAR, but also there is agreement on this from a fairly large group of E6s. As usual, E7s agree among themselves that performance is worse since VOLAR.

Figure 15, which concerns observance of military courtesy since VOLAR, illustrates one of the two questions, of all the questions shown in this analysis, on which officers and higher ranking NCOs agree. There is a substantial tendency for both to agree that observance of military courtesy is worse, though lower ranking soldiers believe that there has been no change. The same kind of agreement between officers and higher ranking NCOs is shown in Figure 16, concerning willingness of soldiers to keep up their own appearance since Project VOLAR. Again, officers and higher ranking enlisted believe that the situation is worse, while lower ranking enlisted believe either that the situation is somewhat better or no different. There is a suggestion in these findings that the negative reactions of higher ranking NCOs toward Project VOLAR probably stem from these two areas -- the soldier's observance of military courtesy, and his willingness to maintain the appearance standards that were customary prior to VOLAR. In all likelihood, the soldier's feelings that no change has occurred in his willingness to maintain his appearance reflect the fact that he is as willing to maintain the new standards of appearance as he was to maintain the old standards -- indeed, perhaps even more willing. The problem is that this represents a departure from what the more senior enlisted ranks would like to see, which is then reflected in their displeasure.

That the reactions of the more senior enlisted ranks may be the result of some factor like that just described is suggested in Figure 17, which graphs responses to the question of soldiers' willingness to maintain the Army's standard of conduct since VOLAR. Soldiers believe that the situation either has not changed or has slightly improved, and a substantial number of officers agree. However, the more senior NCOs again think the situation is worse.

Finally, the impact of freedom to personalize barracks areas may be reflected in Figure 18, which concerns soldiers' willingness to keep their living areas clean and neat. There is a fairly strong tendency for lower ranking enlisted personnel and officers to agree that the situation is better, and on this item as many E6s and E7s though the situation had not changed as thought it was either worse or much worse.

Summary. While it is difficult to draw overall conclusions from the diverse kinds of subjects just presented, it seems that there are two key questions being addressed: one is that of military courtesy and appearance, and the second is that of the soldier's willingness to do what is required of him--follow unit directives, follow officers' directives, and do what the Army expects. On the first question, there is a fairly good agreement that the situation is worse than before VOLAR; however, on the second question there is not. While NCOs of E6 and E7 grade feel the situation is worse, officers do not and the lower ranking enlisted personnel tend to agree. Thus, it appears that there is a very good chance that VOLAR actions have had impact, but without disrupting the performance of unit missions, at least in the view of officers responding to these questions.

Soldier Reactions to Fort Benning as a Post

As a final point in the analysis, attention was directed to the extent to which the Fort Benning VOLAR actions might have influenced attitudes toward the installation, regardless of whether attitudes toward the service as a whole might have been influenced. In the VOLAR questionnaire, attitudes on this subject were assessed by the following question:

Compared to other Army posts within the United States,
where I have been assigned, this post is:

1. One of the best
2. About average
3. One of the worst
0. I have served at no other post

Attitudes of officers, as measured by this question, were initially high, and showed virtually no change during the period of the VOLAR experiment, as shown in Table 30. Officer attitudes in both tour statuses were more favorable at Fort Benning than at Fort Knox. However, among enlisted personnel of first-tour status, attitudes in November initially were approximately at the same level as those at Fort Knox among similar personnel; however, these attitudes improved over the period of the VOLAR experiment at Fort Benning, while dropping at Fort Knox. Attitudes among extended-tour enlisted personnel also improved at Fort Benning. Overall, the increase in attitudes at Fort Benning was highly significant, with significantly larger numbers of enlisted personnel at all levels responding that Fort Benning was one of the best posts, and significantly fewer responding that it was one of the worst. Since comparable changes did not occur at Fort Knox, these changes can be attributed to VOLAR actions at Fort Benning.

DISCUSSION

The analysis of the impact of VOLAR actions produced results that seem to be in conflict at some points. Attitudes of both officers and soldiers toward specific actions reflected a massive impact from VOLAR actions. However, relationships between attitudes toward VOLAR actions and attitudes toward the Army, on the one hand, and career intentions, on the other hand, were relatively weak, and in many cases illogical.

Table 30
Satisfaction With Post

OFFICER

First Tour

| Nov | Jun |
|------|------|
| 1.64 | 1.61 |
| 1.81 | 1.82 |

Benning

Knox

Extended Tour

| Nov | Jun |
|------|------|
| 1.54 | 1.50 |
| 1.82 | 1.90 |

ENLISTED

First Tour

| Nov | Jun |
|------|------|
| 1.82 | 1.59 |
| 1.83 | 1.93 |

Benning

Knox

Extended Tour

| Nov | Jun |
|------|------|
| 1.86 | 1.73 |
| 1.96 | 1.90 |

NOTE: LOW SCORE IS DESIRABLE.

Consideration of the nature of the general attitudes toward the Army, in themselves, offers a clue to resolving this conflict. The four general attitudes seem to reflect four general need areas that exist among first-tour personnel with surprising uniformity regardless of rank:

- a. A need to feel pride in one's organizational affiliation.
- b. A need to feel that one's outcomes are equitable, i.e., that the organization rewards one in a reasonable fashion for membership in the organization.
- c. A need to feel secure.
- d. A need to respect one's leaders.

The kinds of items that relate to the second attitude area, dealing with the inequities, suggest that there are probably three different kinds of inequities that can be experienced: status inequity, financial inequity, and menial task inequity. That is, status inequity would be caused by actions by superiors which result in an unwarranted loss of self-esteem by the soldier. Examples fall into the harassment category, or into personal derogation. Financial inequity is simply that the soldier feels that his financial outcomes are far too small considering his contributions. This category is self-explanatory. Menial task inequity would consist of requirements that he perform tasks which he feels he should not be called upon to do.

VOLAR has impacted in these three inequity areas to a different extent in each case. A major effort has been placed on reducing menial task inequity, and this effort has had significant impact on the attitudes of soldiers (and officers) toward the actions themselves, on the attitudes of soldiers toward the Army, and on their career decisions, though to a much lesser extent for the last. A smaller amount of effort has been placed on reduction of status inequity, e.g., through reduction of harassment, elimination of "hurry up and wait," and so on. However, these actions have also had impact.

When financial inequity is considered, however, there are many fewer actions, and therefore much less total impact, although those items that were included did themselves have major results on attitudes. There is convincing evidence that much more needs to be done to correct financial inequities, however. Biographical data from samples of separatees and reenlistees are shown in Table 31. It is clear from this table that soldiers who re-up had a poorer history of employment prior to their military service, have more dependents at present (at the same rank levels), made less in their previous employment, and came from families with lower income. This presents a clear, unambiguous picture. One of the key factors in the decision to re-up is the comparison between financial returns available as an enlisted man, and those previously experienced or anticipated upon separation.

Admittedly, there is little that can be done at Fort Benning to increase the soldier's pay. However, there are actions that have been taken that stretch his pay, and there might be other actions that would even further stretch it. The bus to Panama City and Destin is one example of an action already taken. Shuttle bus service on post, that eliminates the need to use

commercial taxi service on post, is another. The results on Item 78, dealing with major appliances at the PX, suggest that this is an area where action might be taken.

However, reduction of financial inequities will not alone provide a solution to the problem. VOLAR actions have already impacted by reducing financial inequity to some extent, and status and menial task inequity to an even greater extent. However, the overall impact on career intentions has been relatively low, though reactions to Fort Benning as a post have improved very significantly. This suggests that actions need to be developed that will impact more directly on the other three general need areas. The analysis indicated that there has been little or no impact on these areas thus far--only for the area relating to inequity. Yet the other three are significantly related to career intentions. The conclusion seems inevitable that the present program of VOLAR actions at Fort Benning is just a beginning. It has been an excellent beginning. But the scope of VOLAR actions will need to be extended to cover the other areas more completely in order to make a significant difference in career intentions or career behavior.

Table 31

Biographical Data From Samples of Reenlistees and Separates

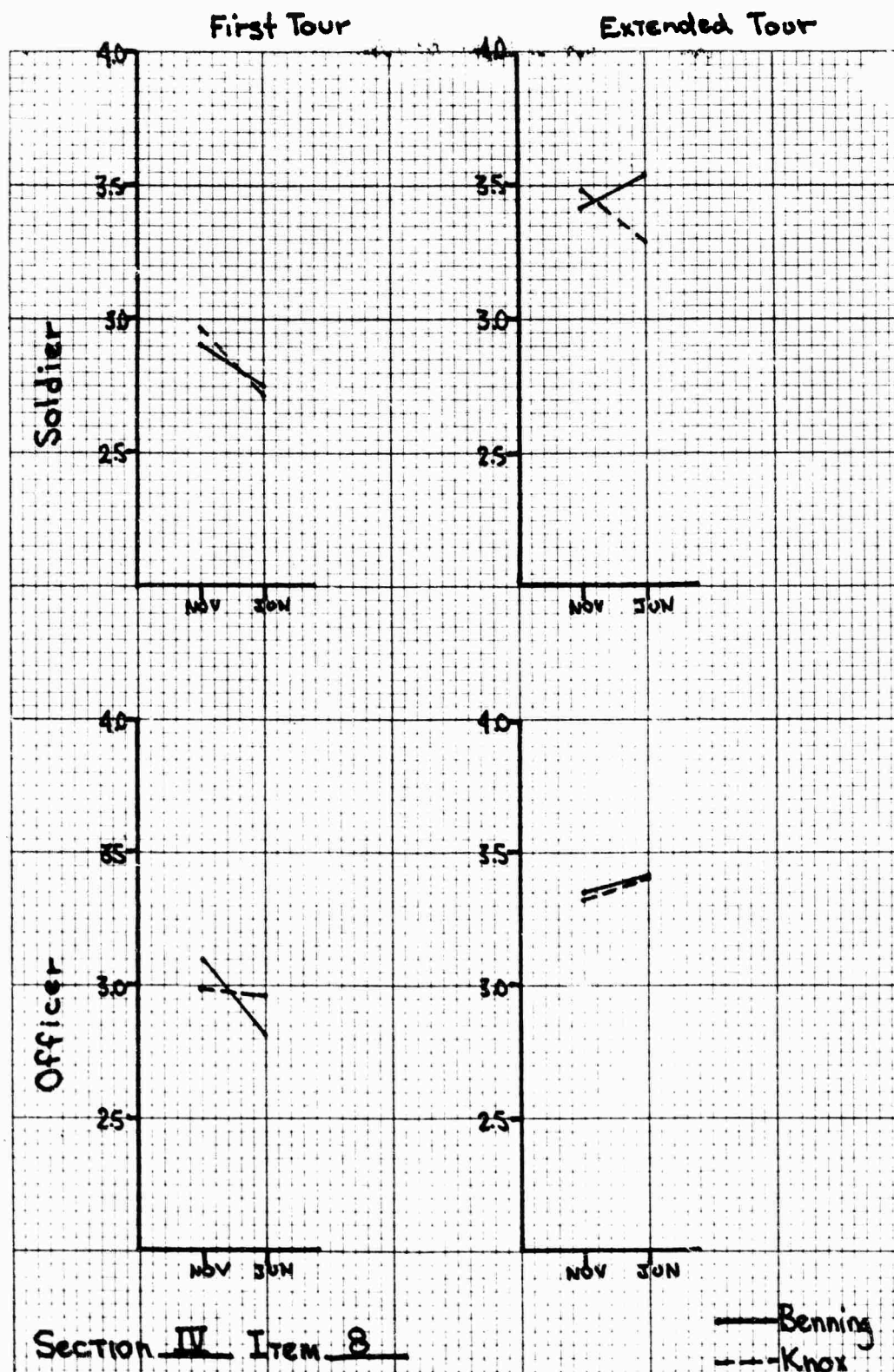
| Number of Dependents | | None | One | Two | Three or More | |
|----------------------|------|------------------|---------------|---------------|----------------|------------------|
| | | % | % | % | | |
| ETS | E1-4 | 66.3 | 20.3 | 9.8 | 3.0 | |
| | E-5 | 64.1 | 25.0 | 7.8 | 3.1 | |
| RE-UP | E1-4 | 7.7 | 53.8 | 28.2 | 10.3 | |
| | E-5 | 11.1 | 33.4 | 44.5 | 11.1 | |
| | E-6 | | 6.2 | 31.2 | 62.5 | |
| | E-7 | 9.1 | 9.1 | 18.2 | 63.6 | |
| Job Prior to Service | | | | Yes | No | |
| ETS | E1-4 | | | 83.5 | 16.5 | |
| | E-5 | | | 81.3 | 18.8 | |
| RE-UP | E1-4 | | | 64.1 | 33.3 | |
| | E-5 | | | 72.2 | 22.2 | |
| | E-6 | | | 62.5 | 37.5 | |
| | E-7 | | | 63.6 | 36.4 | |
| Income | | Below \$4,000 | \$4,000-5,500 | \$5,600-7,000 | \$7,100-12,000 | Over \$12,000 |
| ETS | E1-4 | 2.3 | 34.6 | 19.5 | 17.3 | 3.0 |
| | E-5 | 7.8 | 15.6 | 26.6 | 18.8 | 1.6 |
| RE-UP | E1-4 | 23.1 | 15.4 | 7.7 | 10.3 | 5.1 |
| | E-5 | 22.2 | 22.2 | 11.1 | 16.7 | |
| | E-6 | 31.2 | 25.0 | 6.2 | | 6.2 |
| | E-7 | 45.4 | 18.2 | | | |

Table 31 (continued)

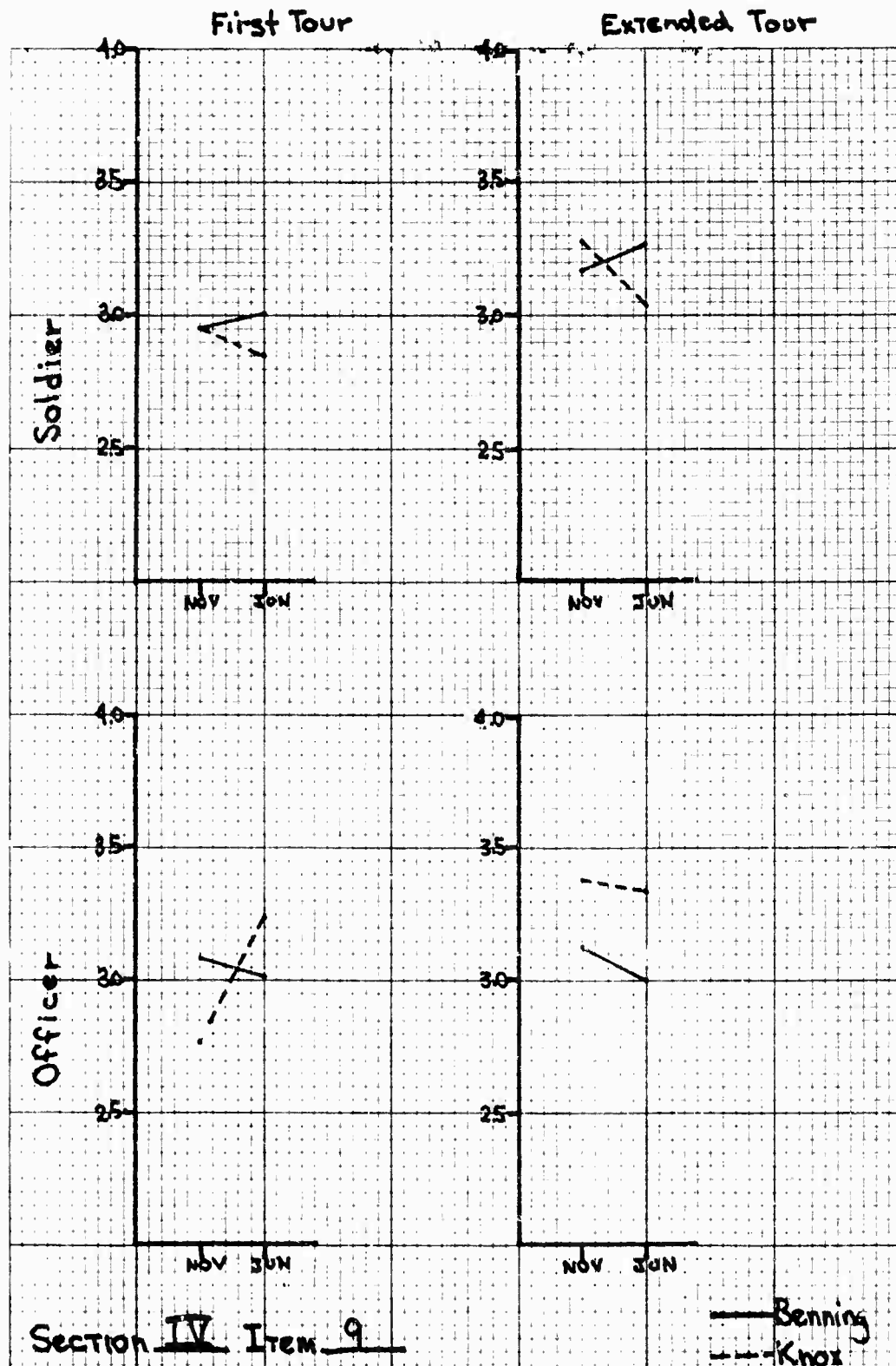
| Parents' Income | | Below \$5,500 | \$5,600-7,000 | \$7,100-12,000 | \$12,100-16,000 | Over \$16,000 |
|-----------------|------|---------------|---------------|----------------|-----------------|---------------|
| ETS | E1-4 | 7.5 | 11.3 | 31.6 | 5.3 | 8.3 |
| | E-5 | 4.7 | 7.8 | 39.1 | 6.3 | 12.5 |
| RE-UP | E1-4 | 7.7 | | 7.7 | 10.3 | 17.9 |
| | E-5 | 11.1 | 11.1 | 27.8 | 5.6 | 5.6 |
| | E-6 | 31.2 | 6.2 | 18.7 | 6.2 | |
| | E-7 | 18.2 | 27.3 | 9.1 | | |

APPENDIX A

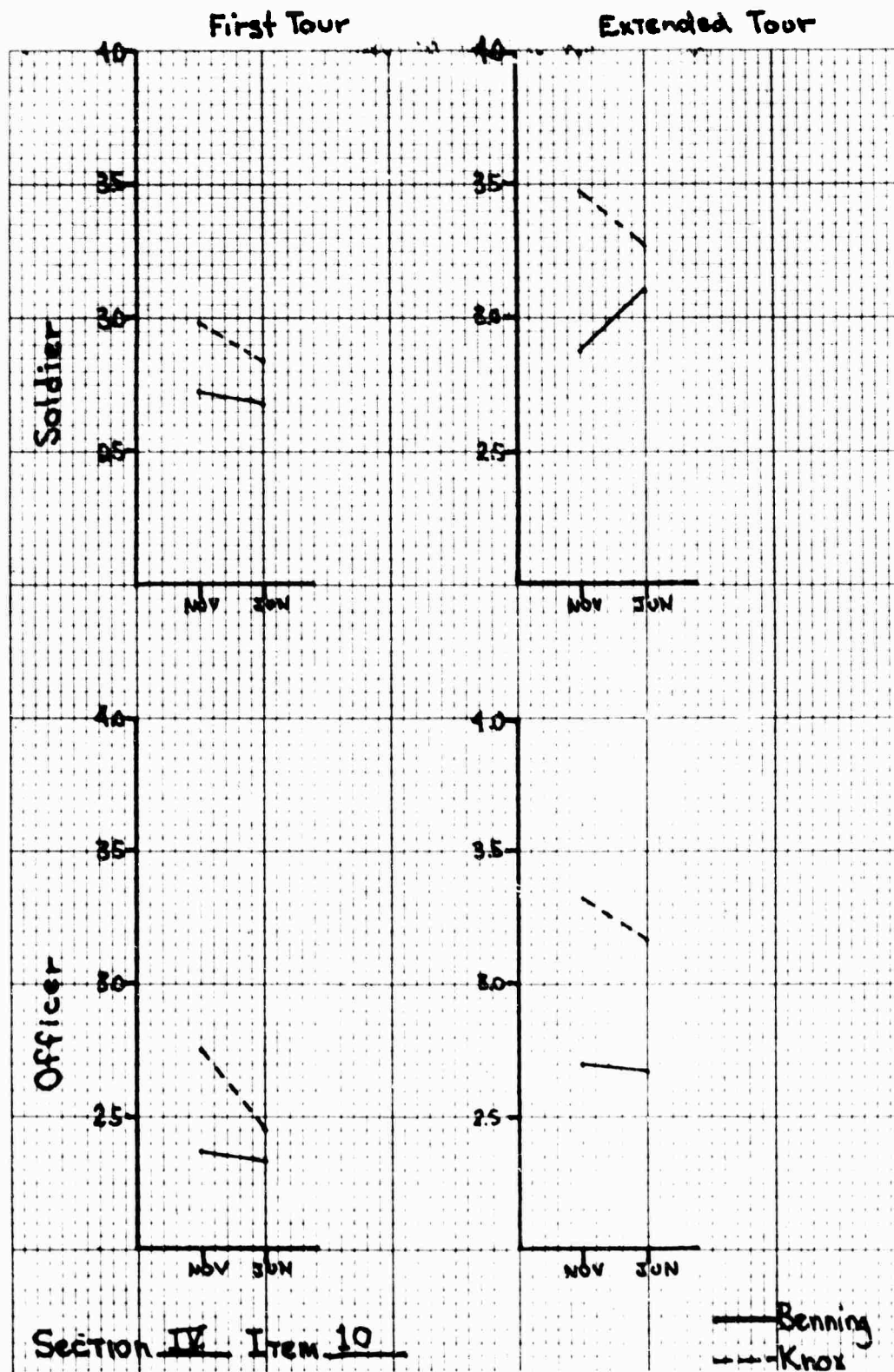
8. The policies and procedures of Annual General and Command Maintenance Management Inspections (IG and CMMI).



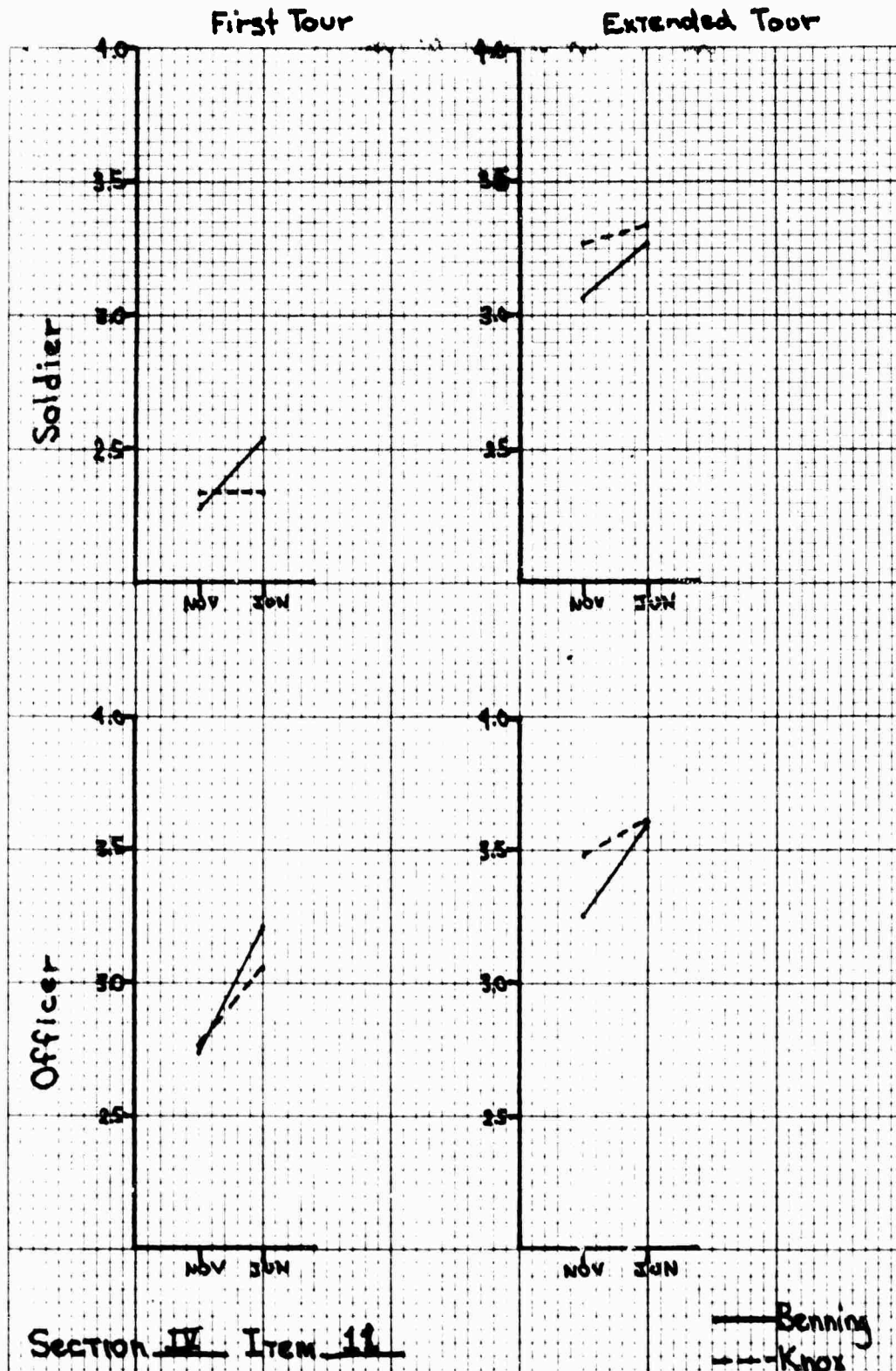
9. The awards and decorations program.



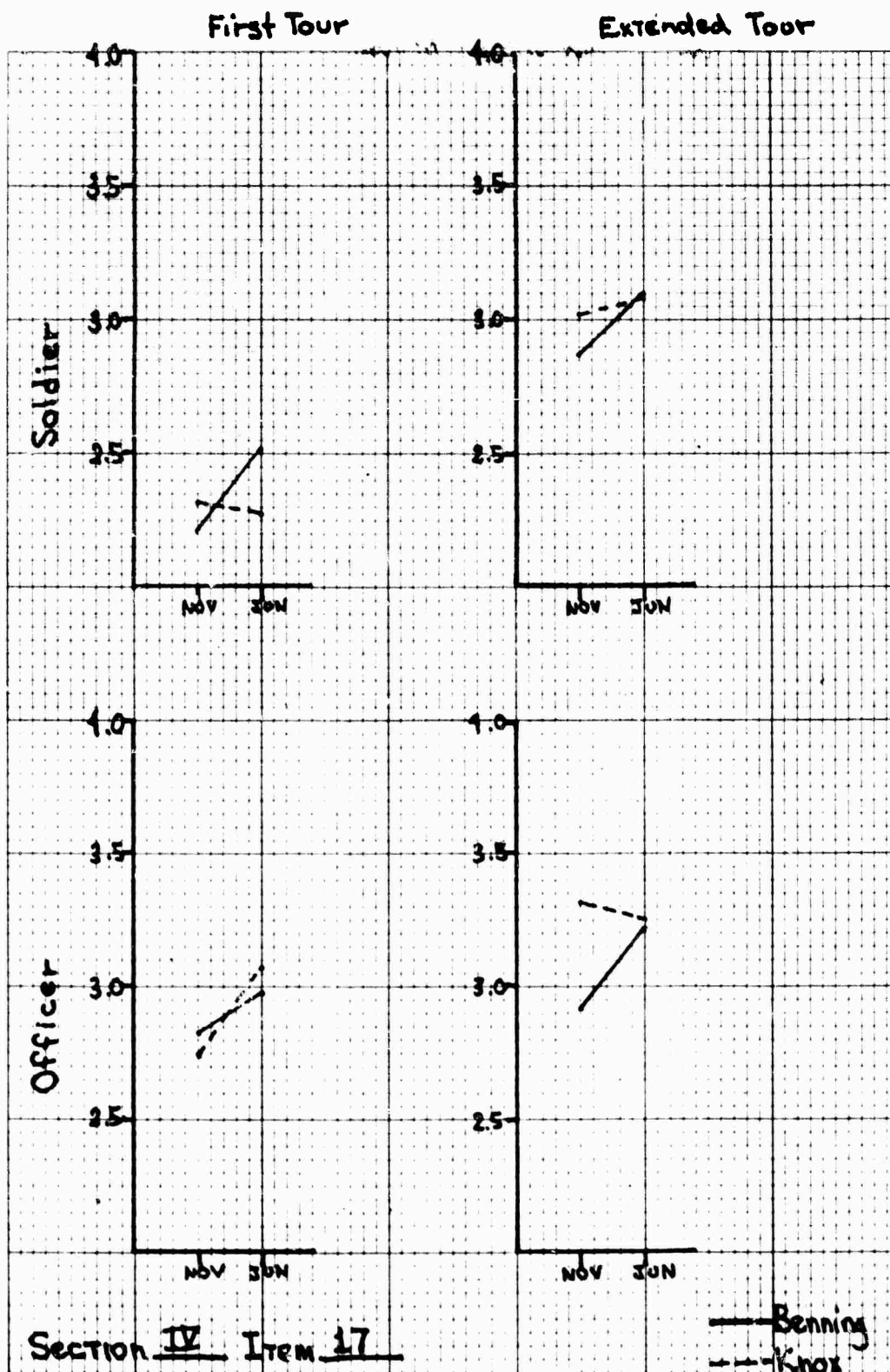
10. The soliciting procedures for fund drives, savings bond campaigns, etc.



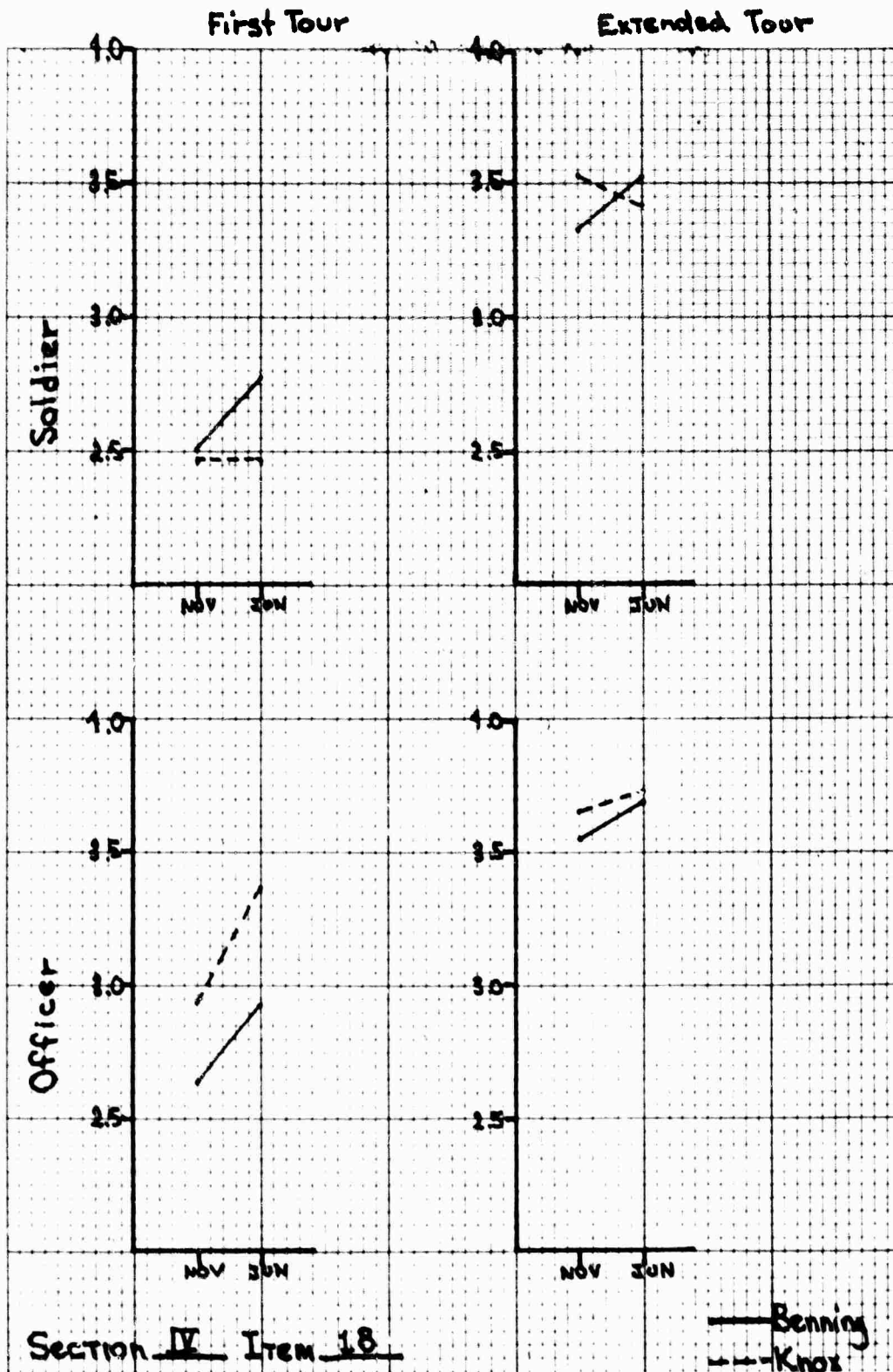
11. The reactions to complaints and recommendations of young soldiers.



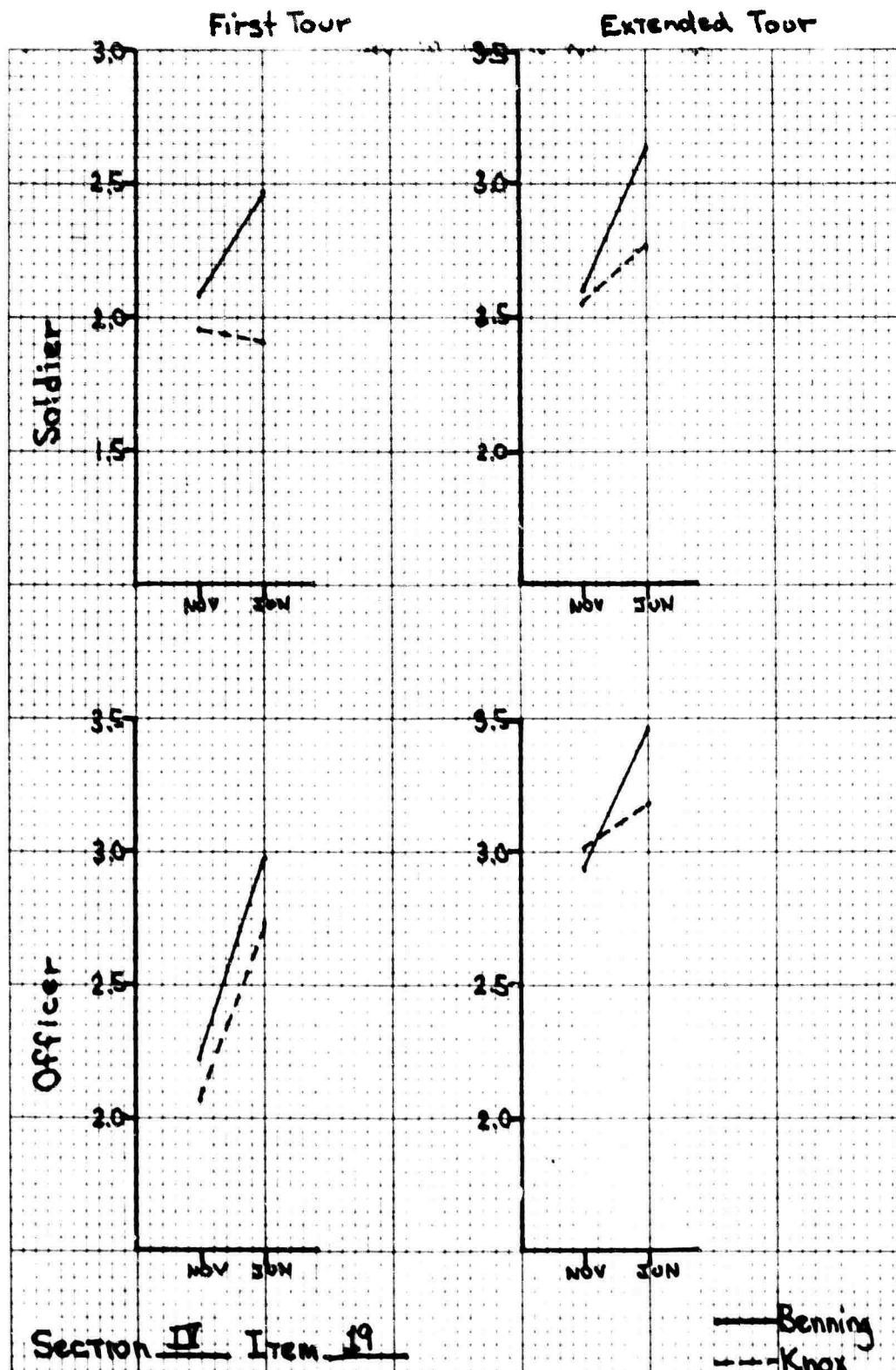
17. Public recognition of the accomplishments of lower ranking soldiers.



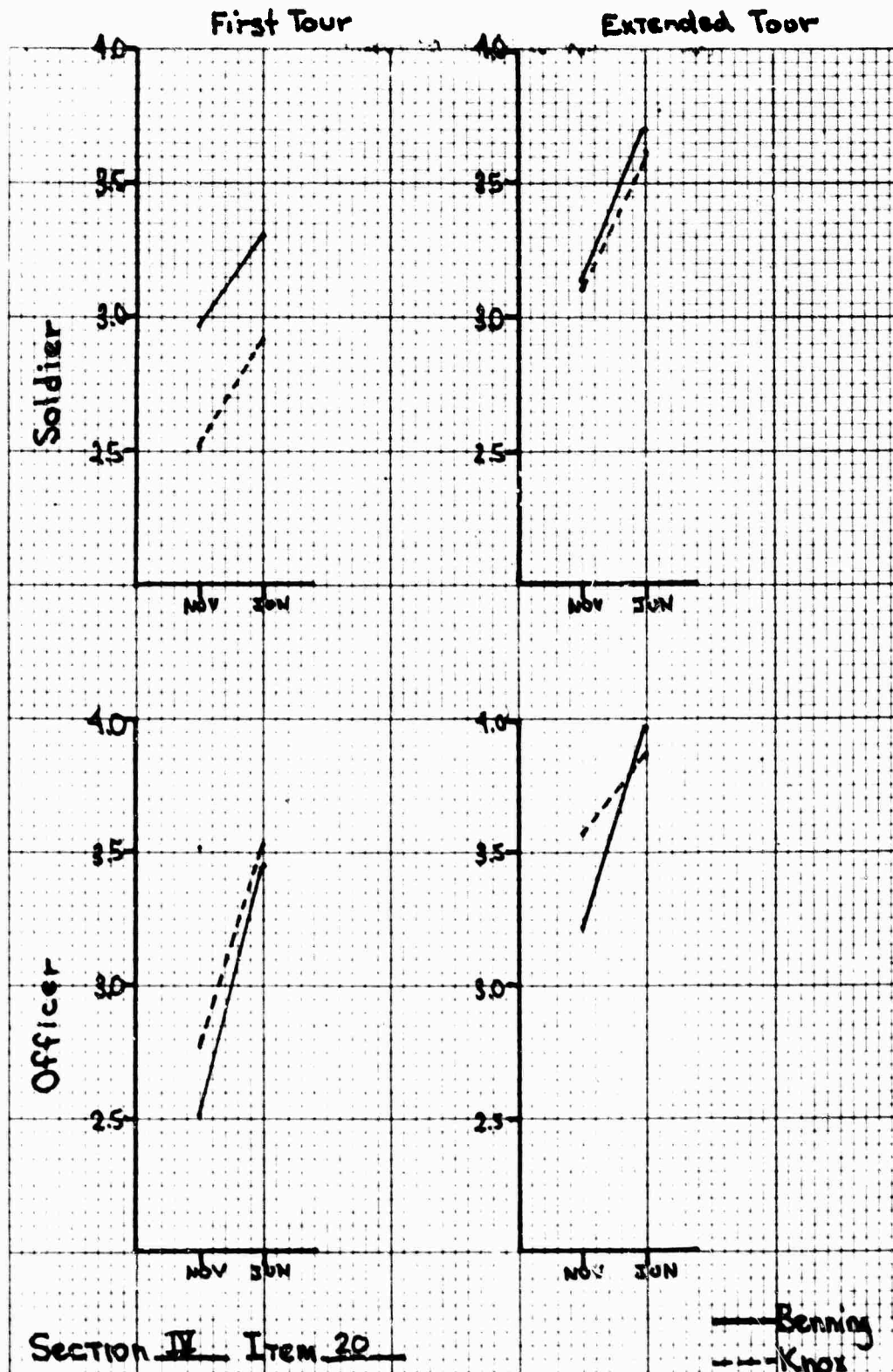
18. Detailed information on personnel policies, pay, and benefits.



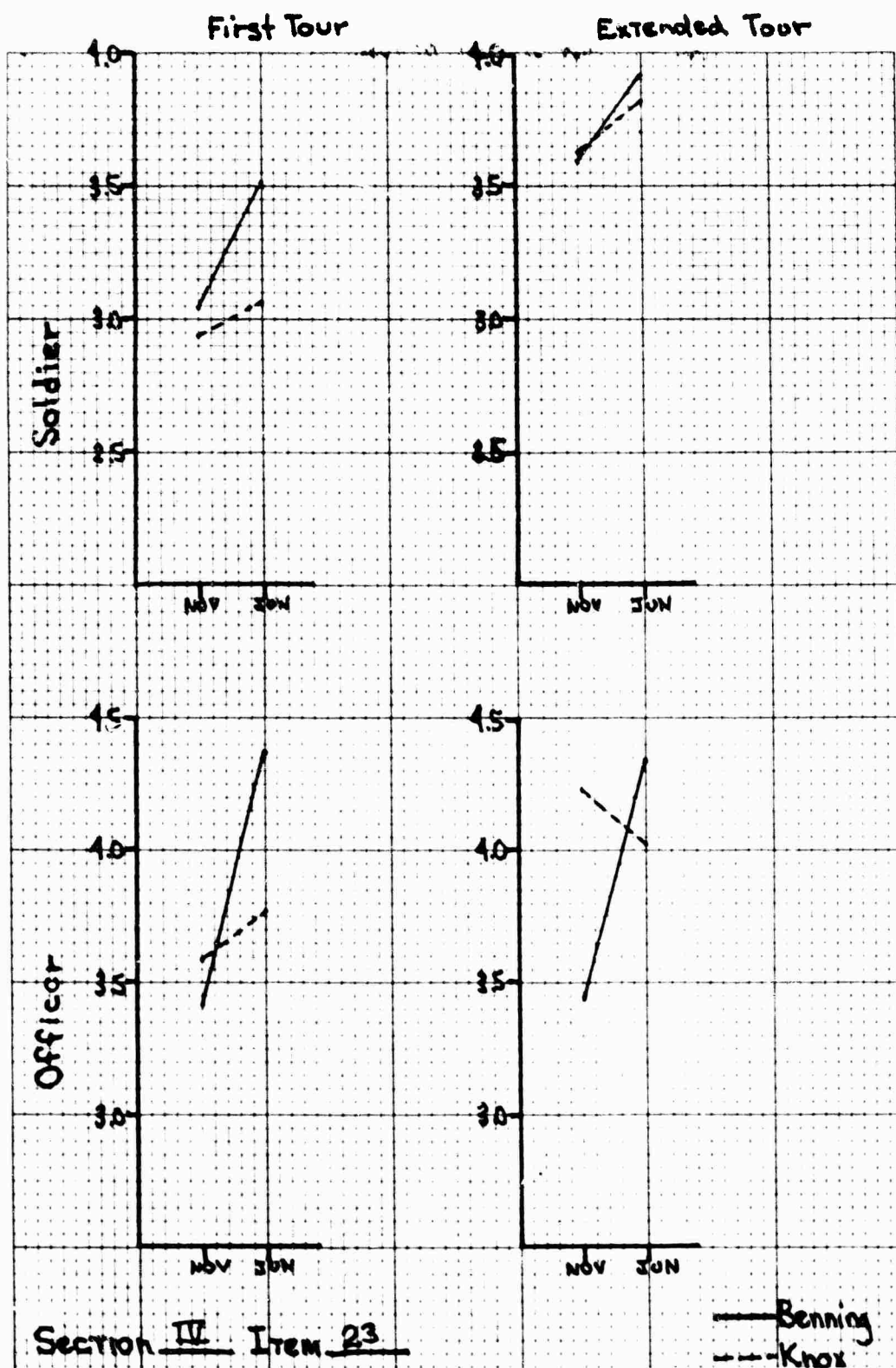
19. The reduction of "hurry up and wait."



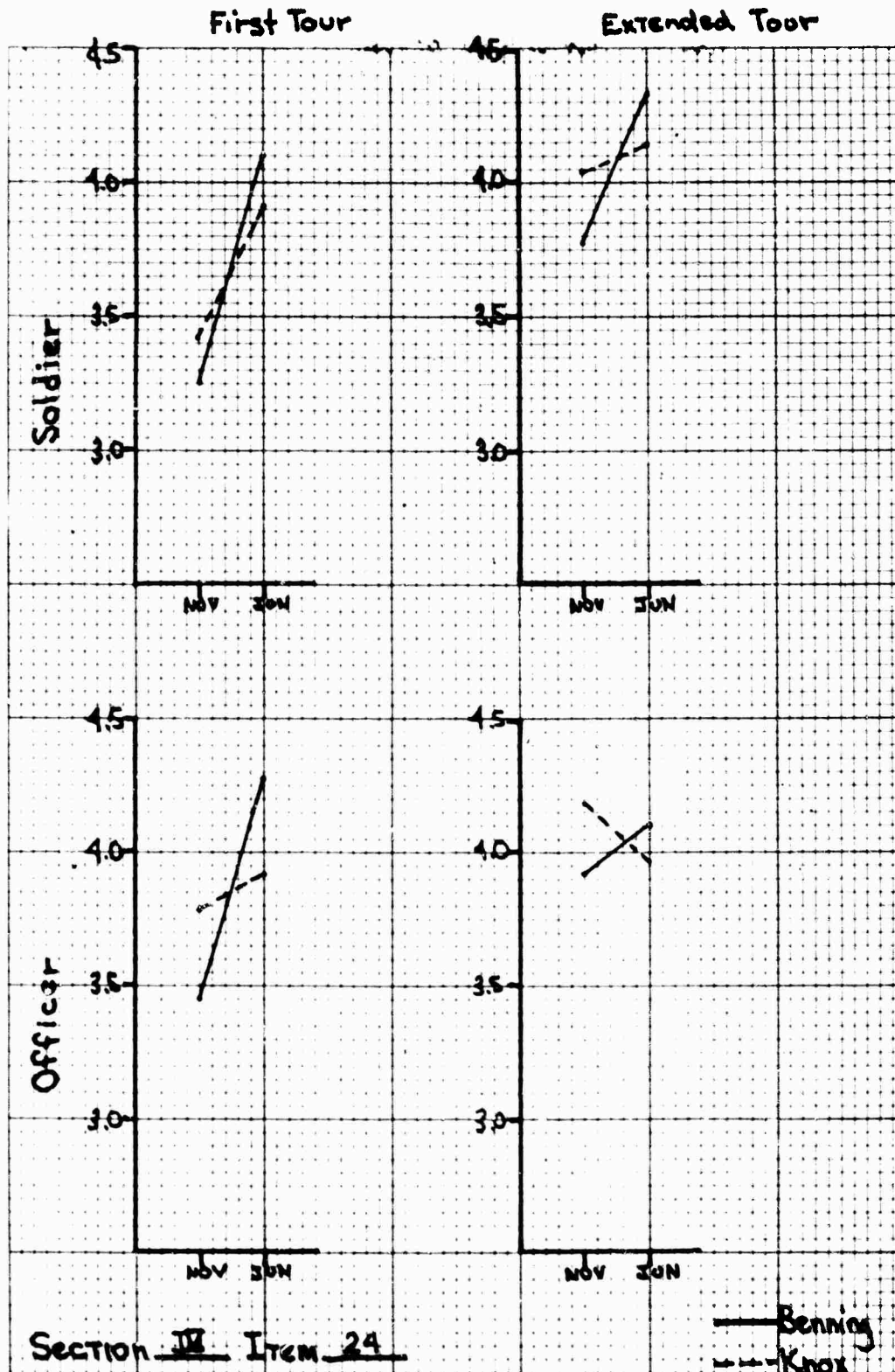
20. The elimination of formations which deprive soldiers of personal time or indicate lack of trust.



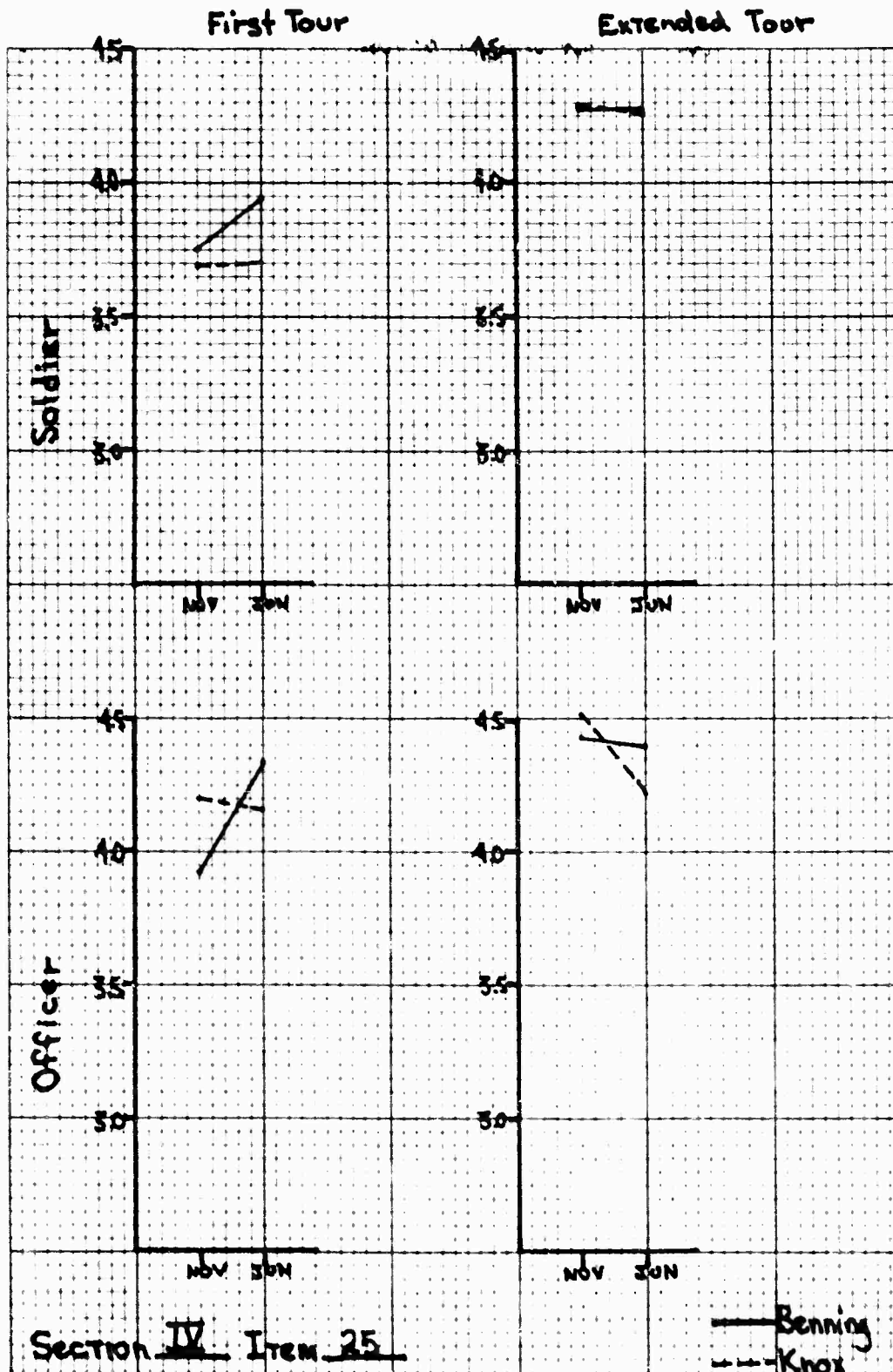
23. The policies regarding bed check.



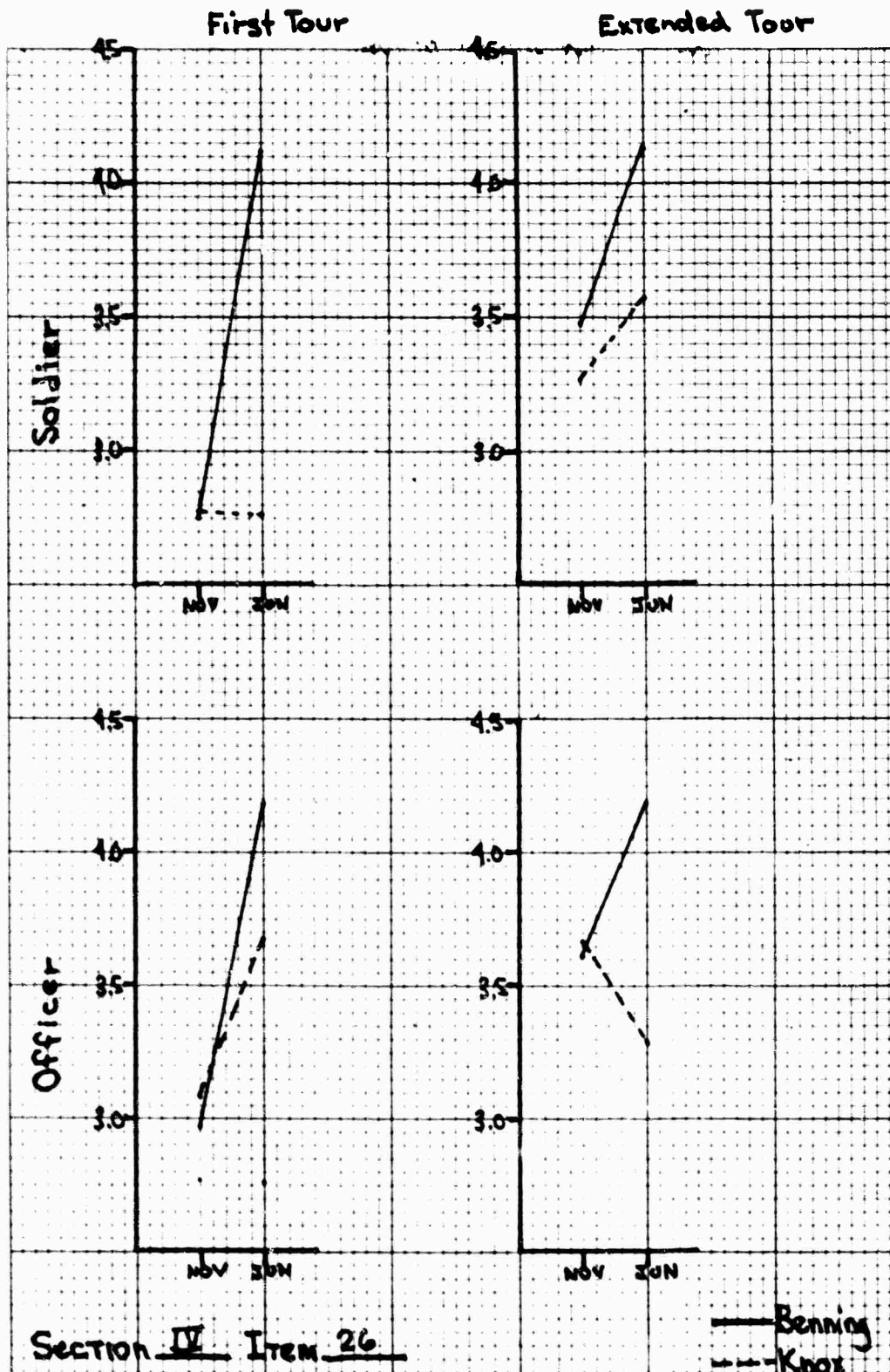
24. The policies and procedures regarding sign-in and sign-out.



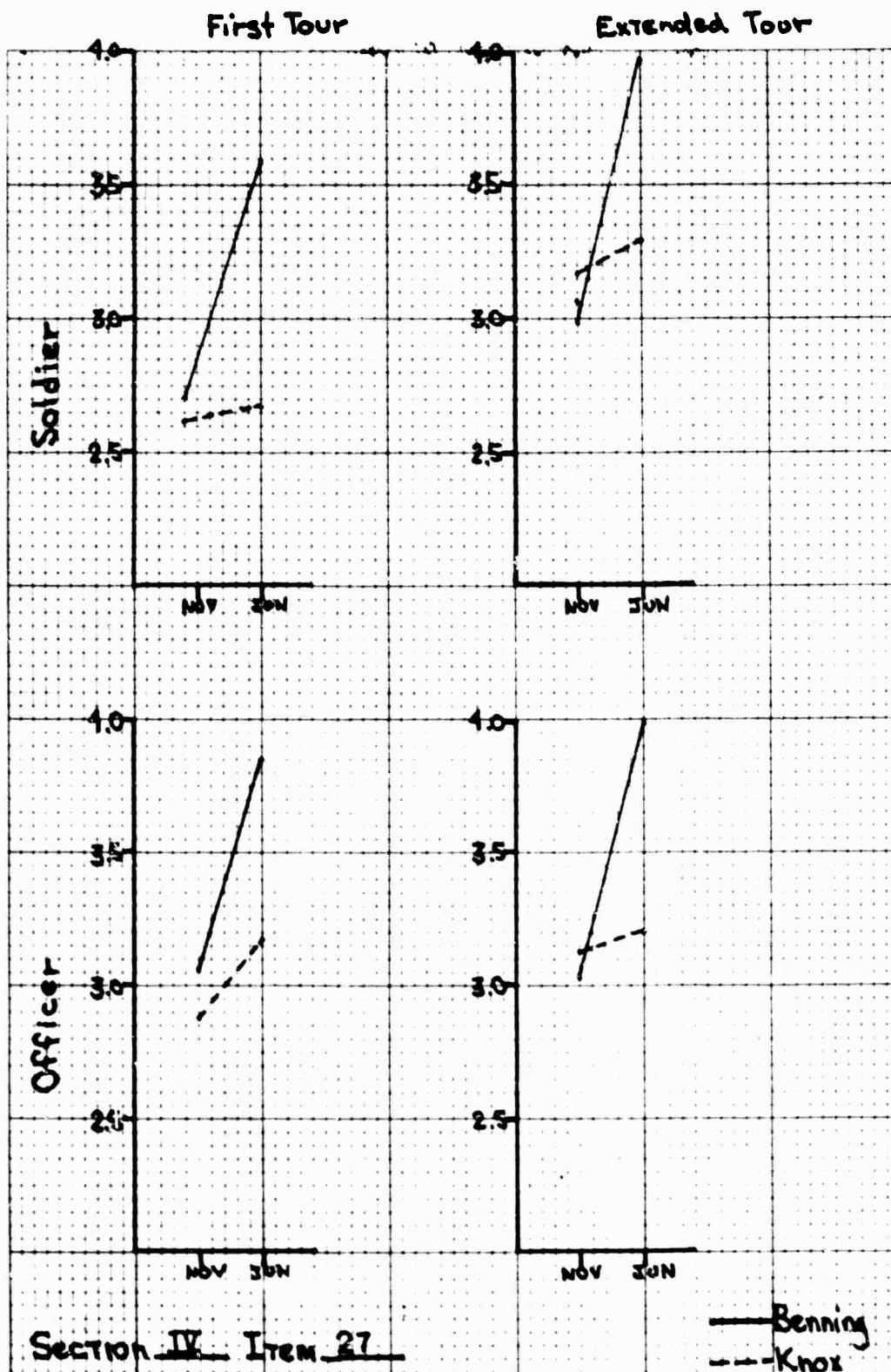
25. My commander's "open door" policy.



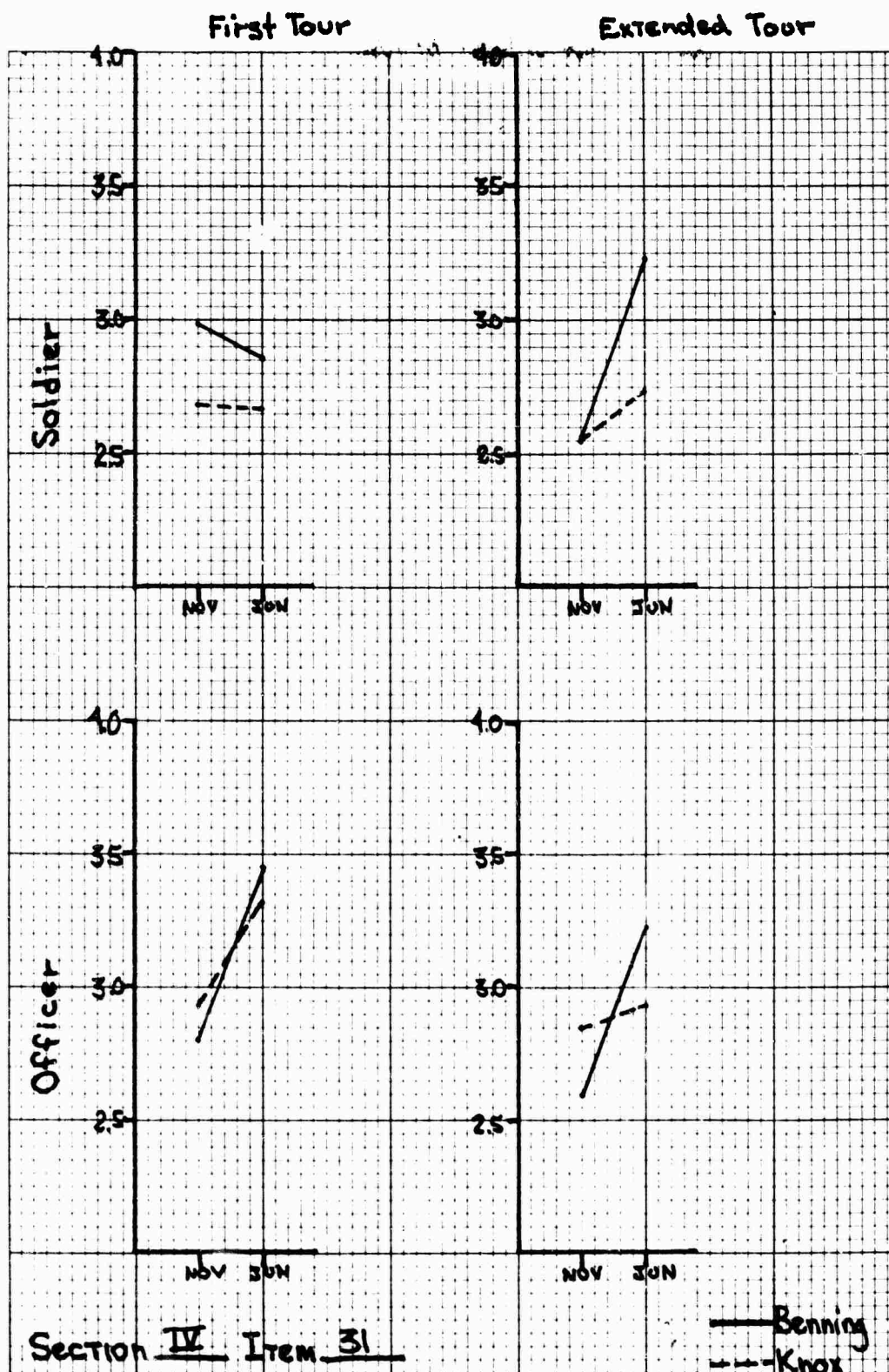
26. The policy concerning beer in the barracks.



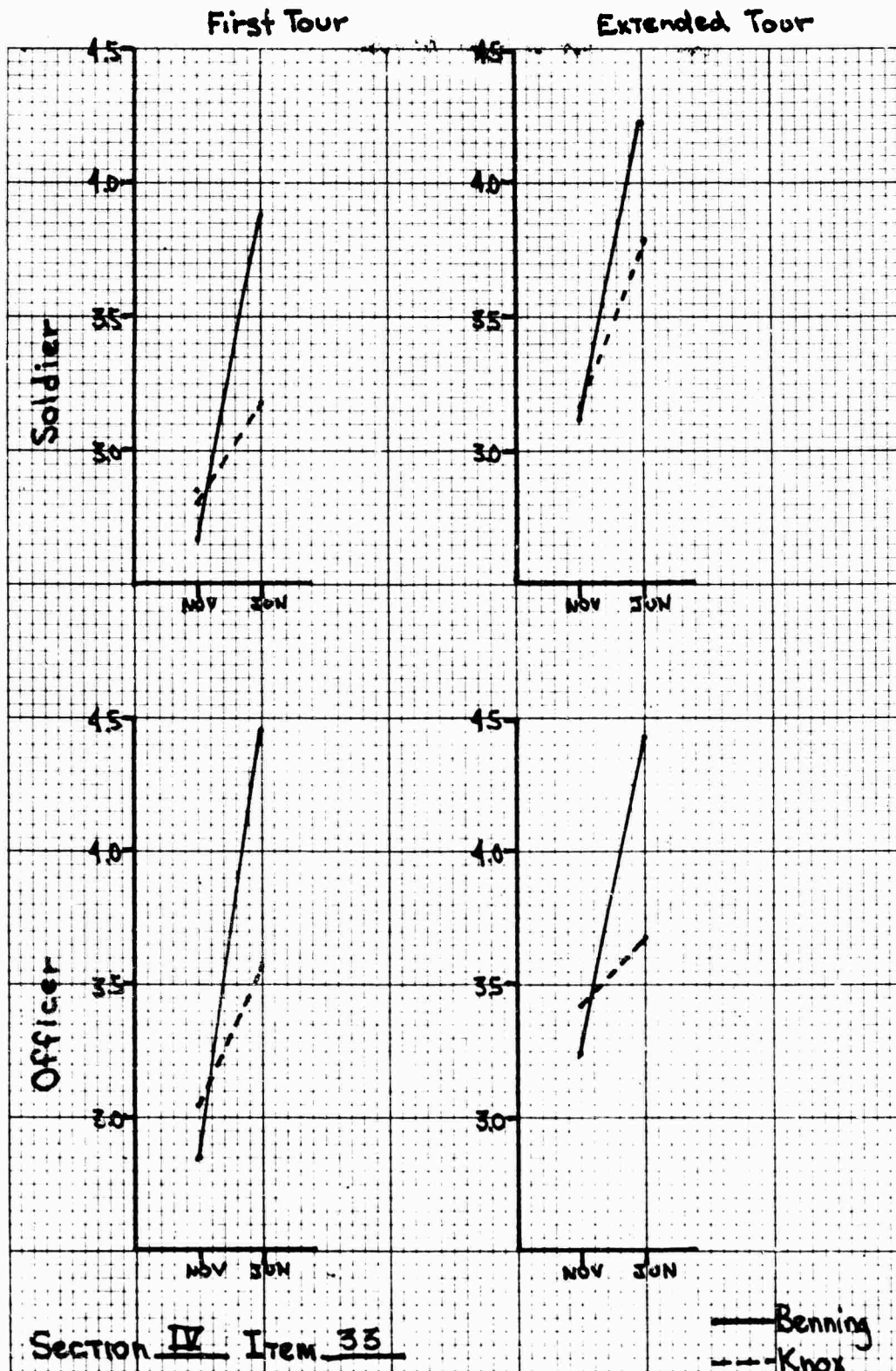
27. The policies and procedures regarding personal furniture and decoration of individual areas in barracks.



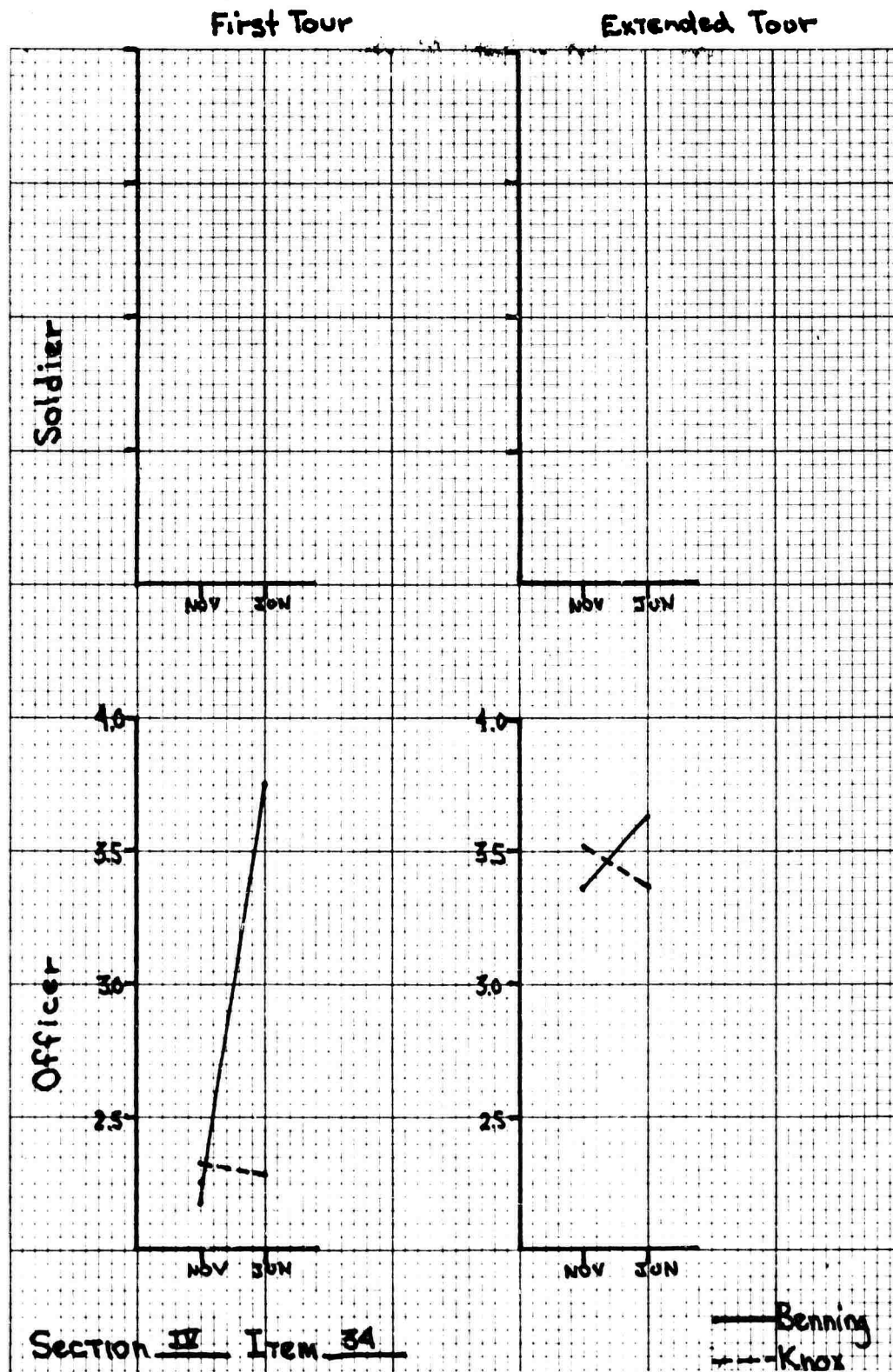
31. The expense involved in sewing required patches, badges, etc., on the fatigue uniform.



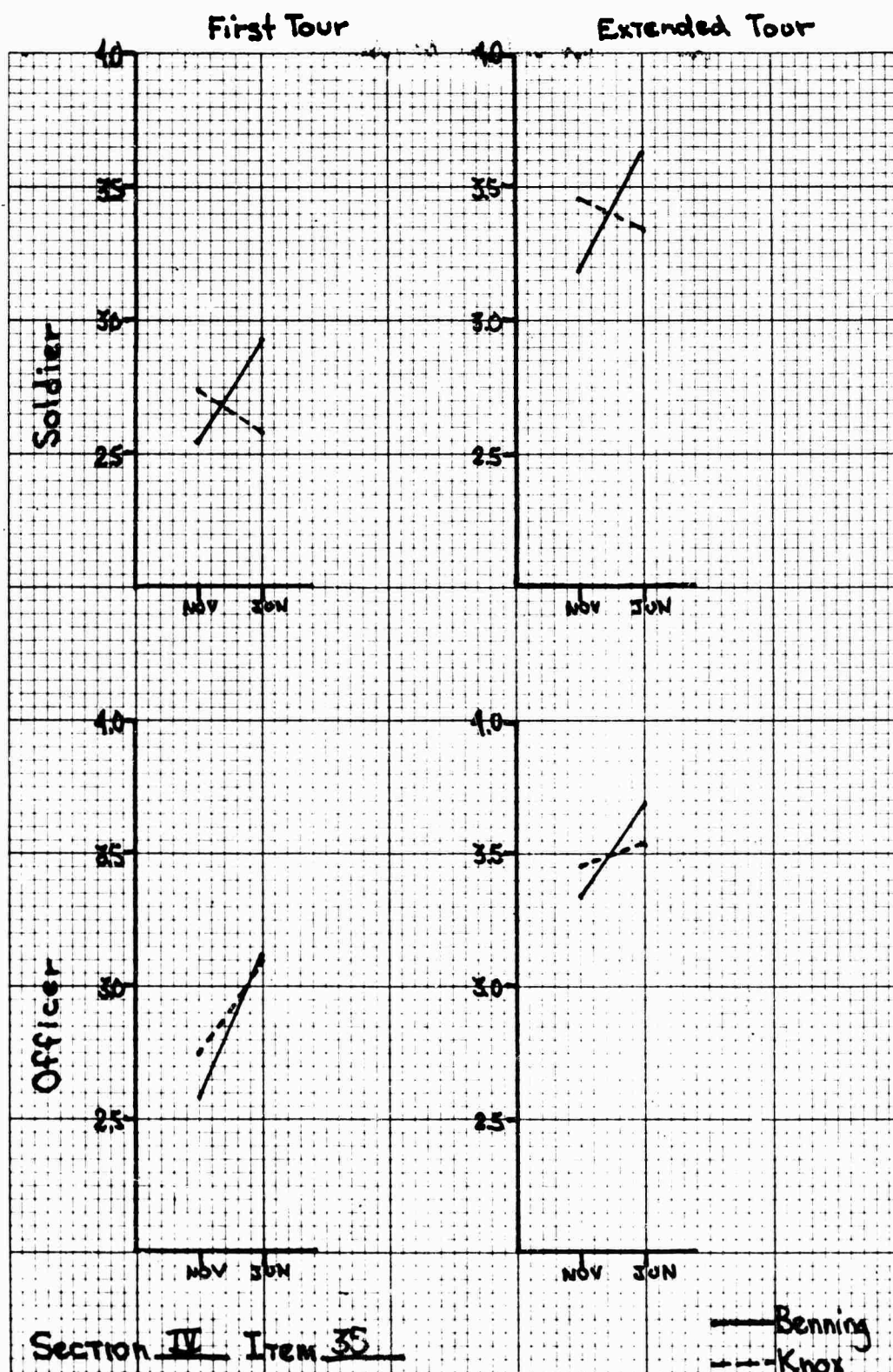
33. The policy regarding the wear of hats in POVs.



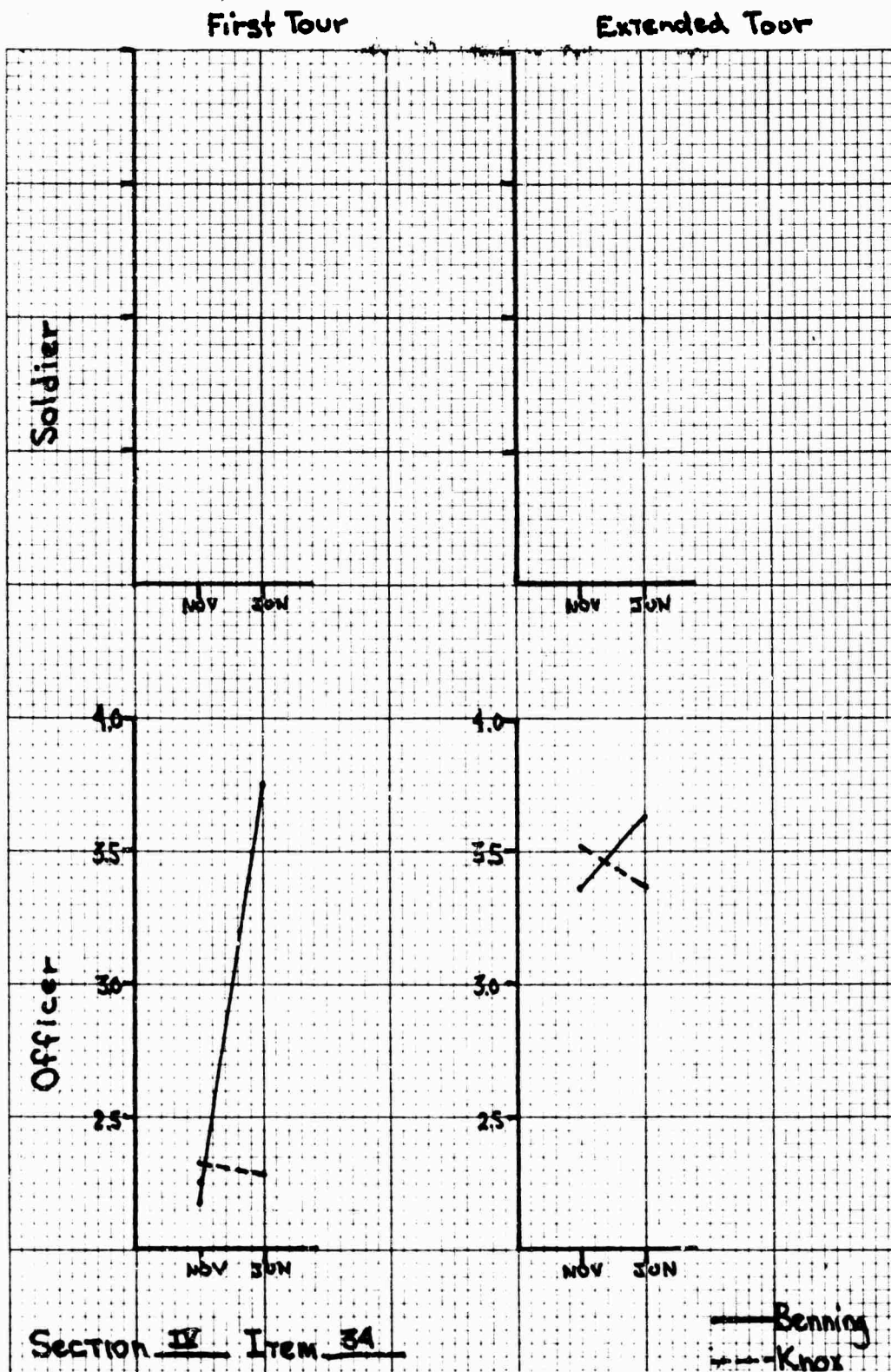
34. The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and (its) wear.



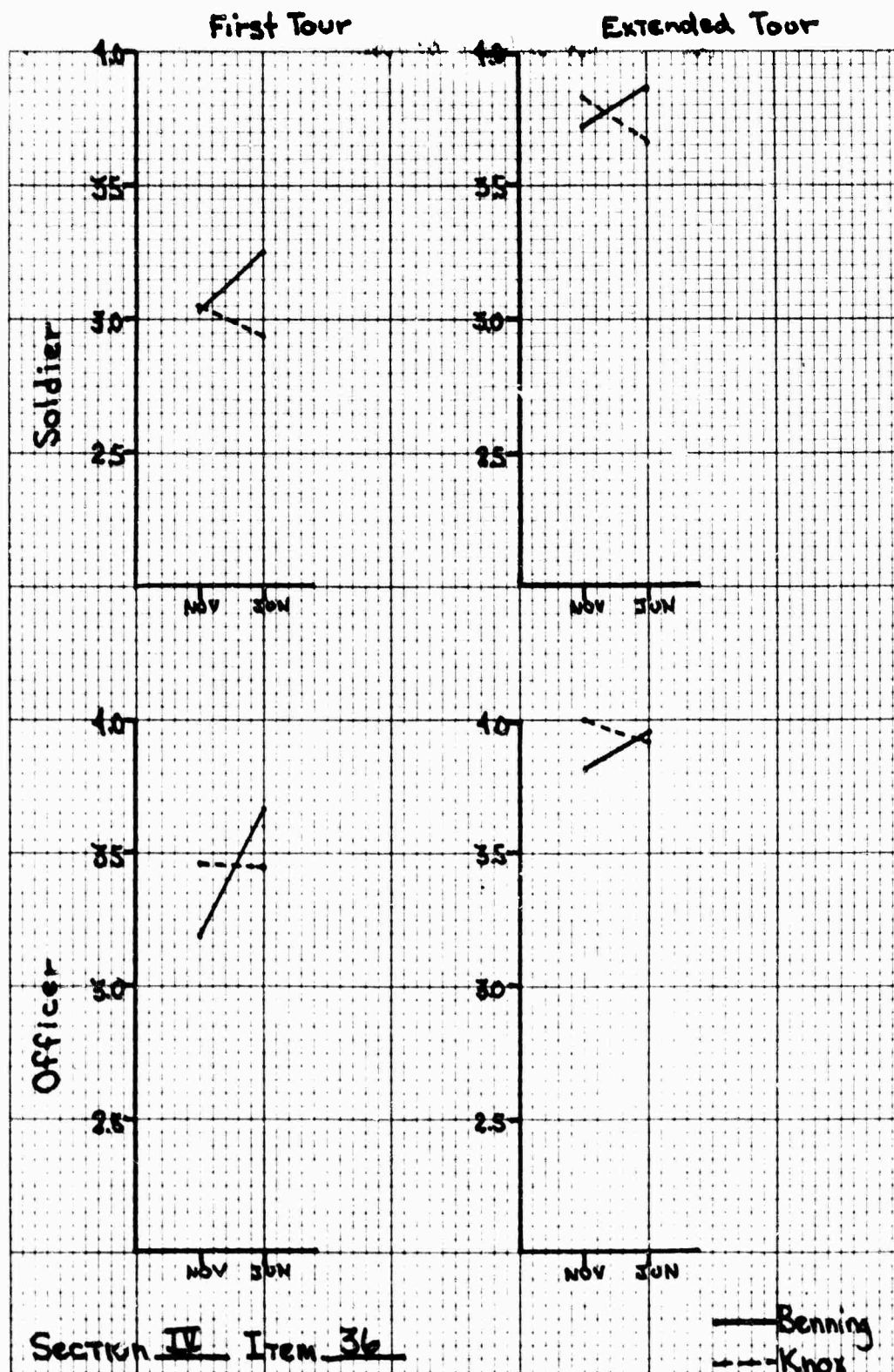
35. The opportunities for students to represent their classes on planning groups and academic review boards.



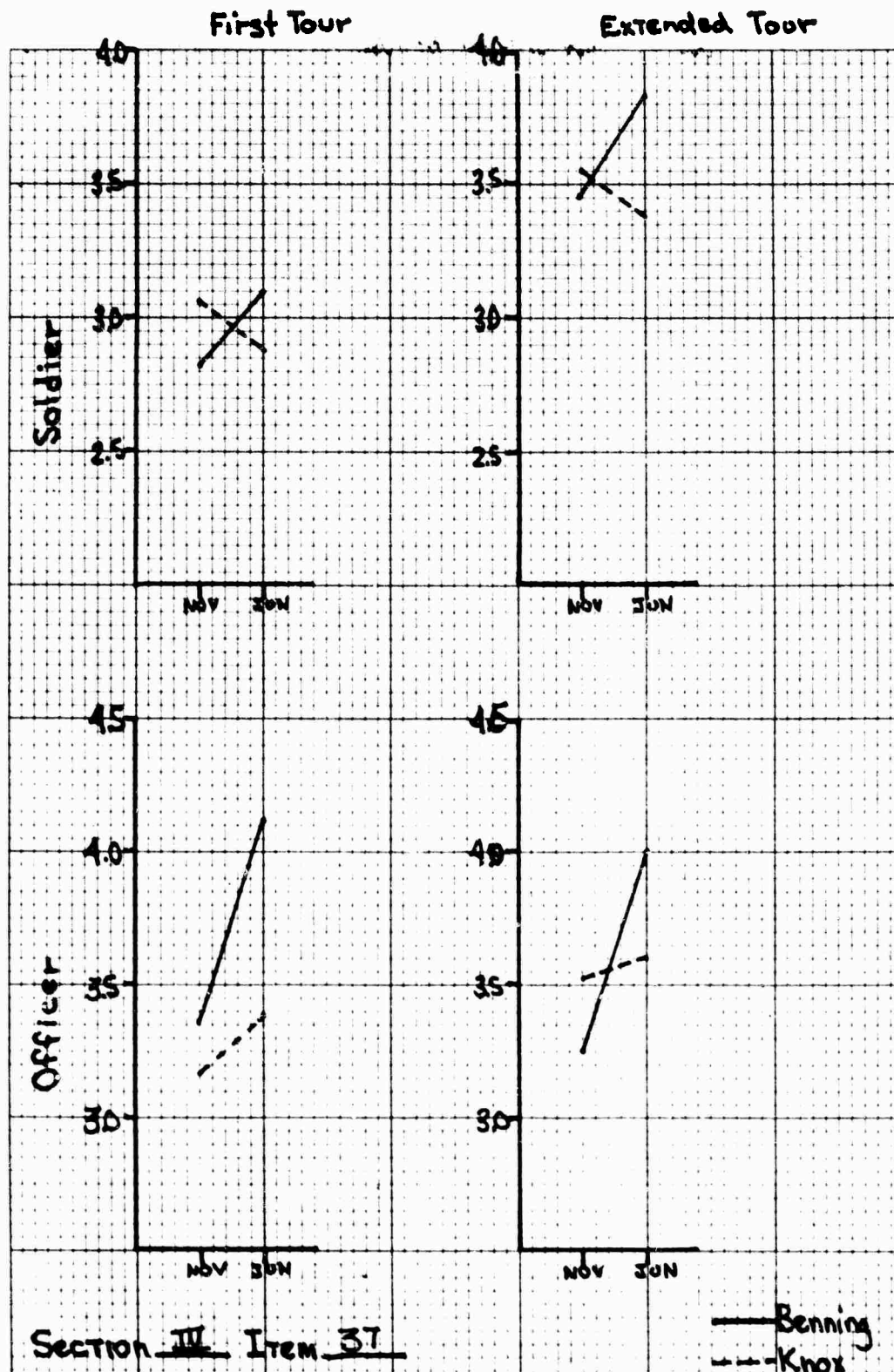
34. The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and (its) wear.



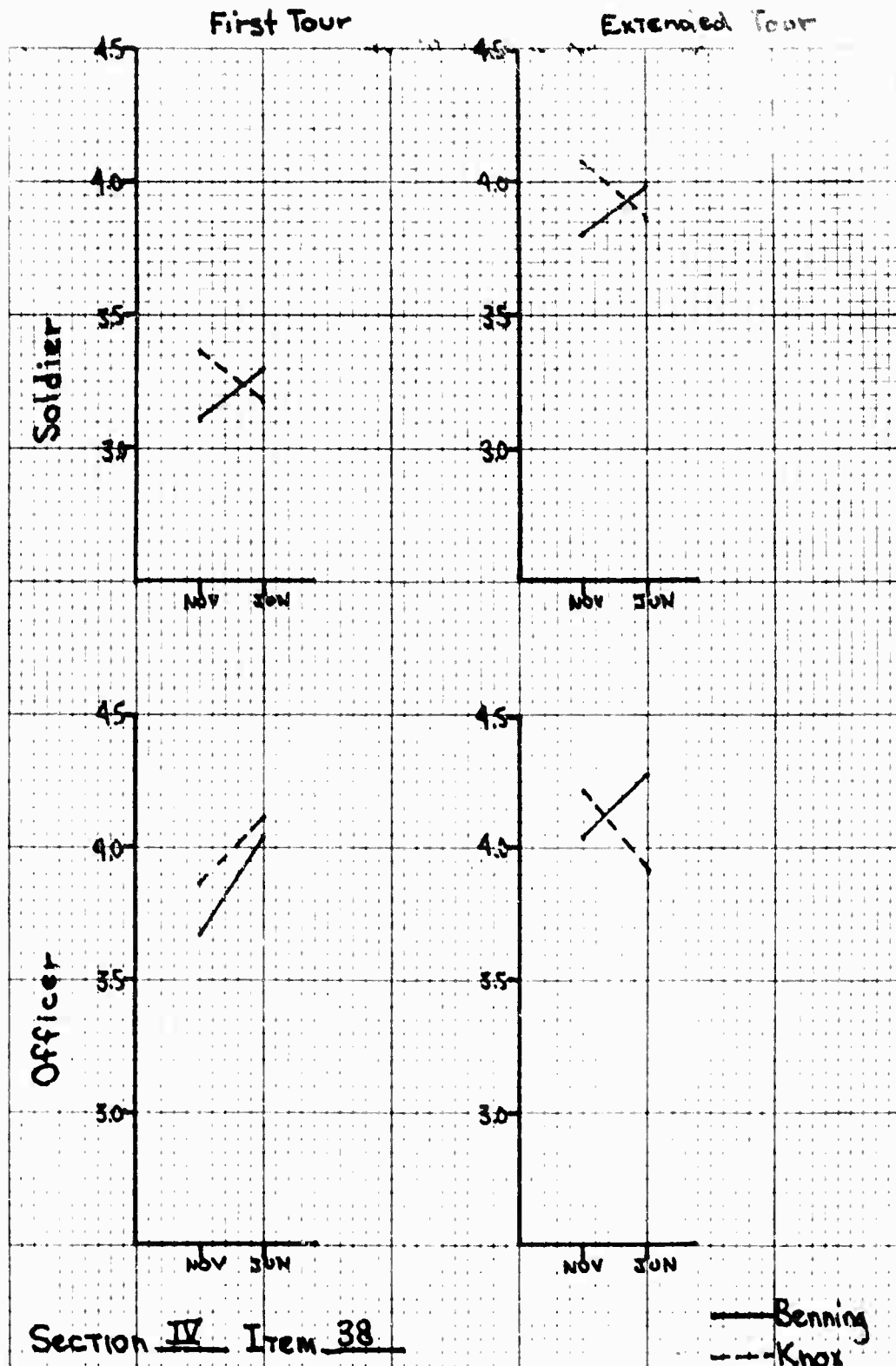
36. Information about post and community activities, services, and items of immediate interest.

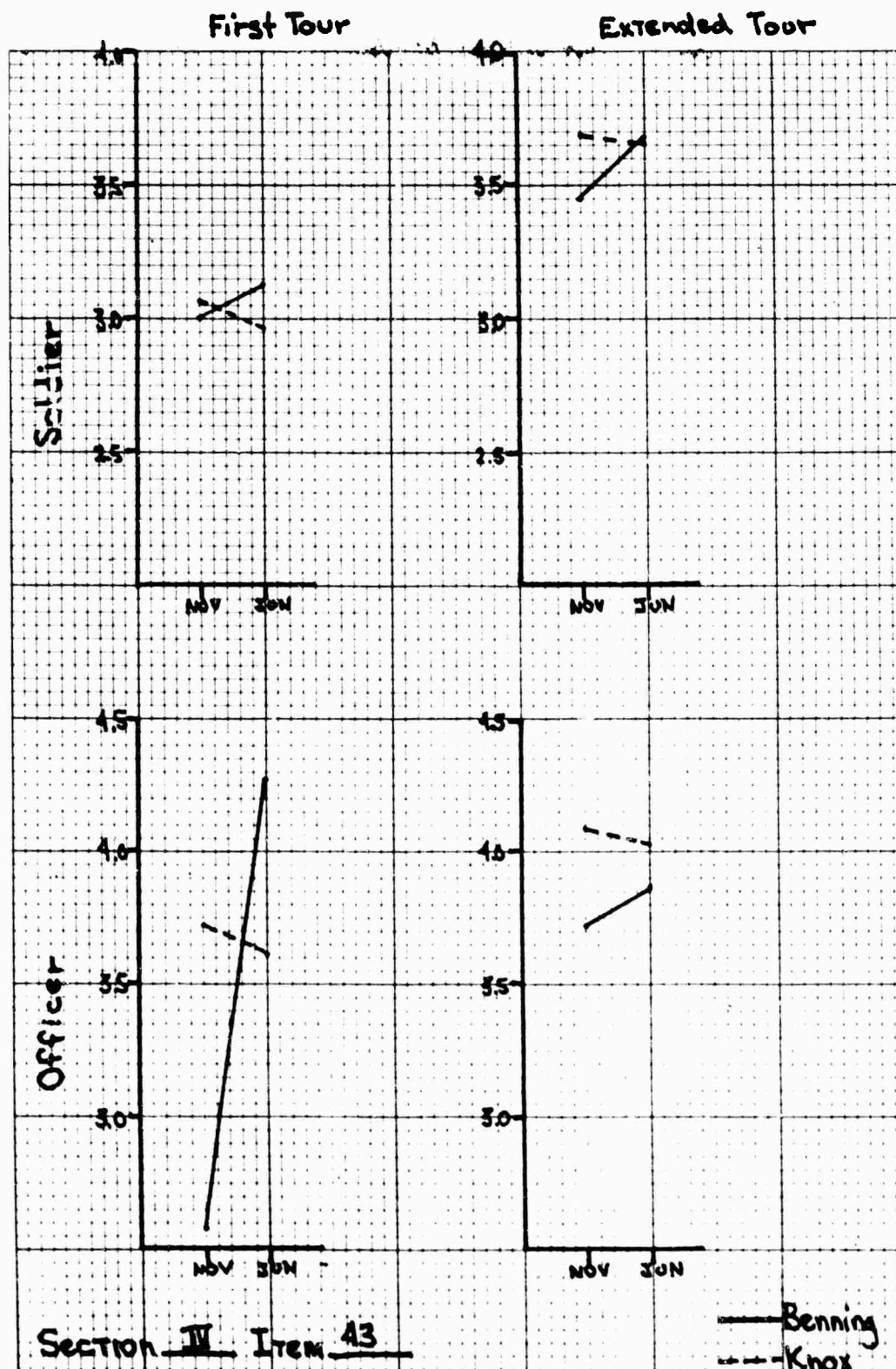


37. Accommodations for students who wish to bring lunches from home.

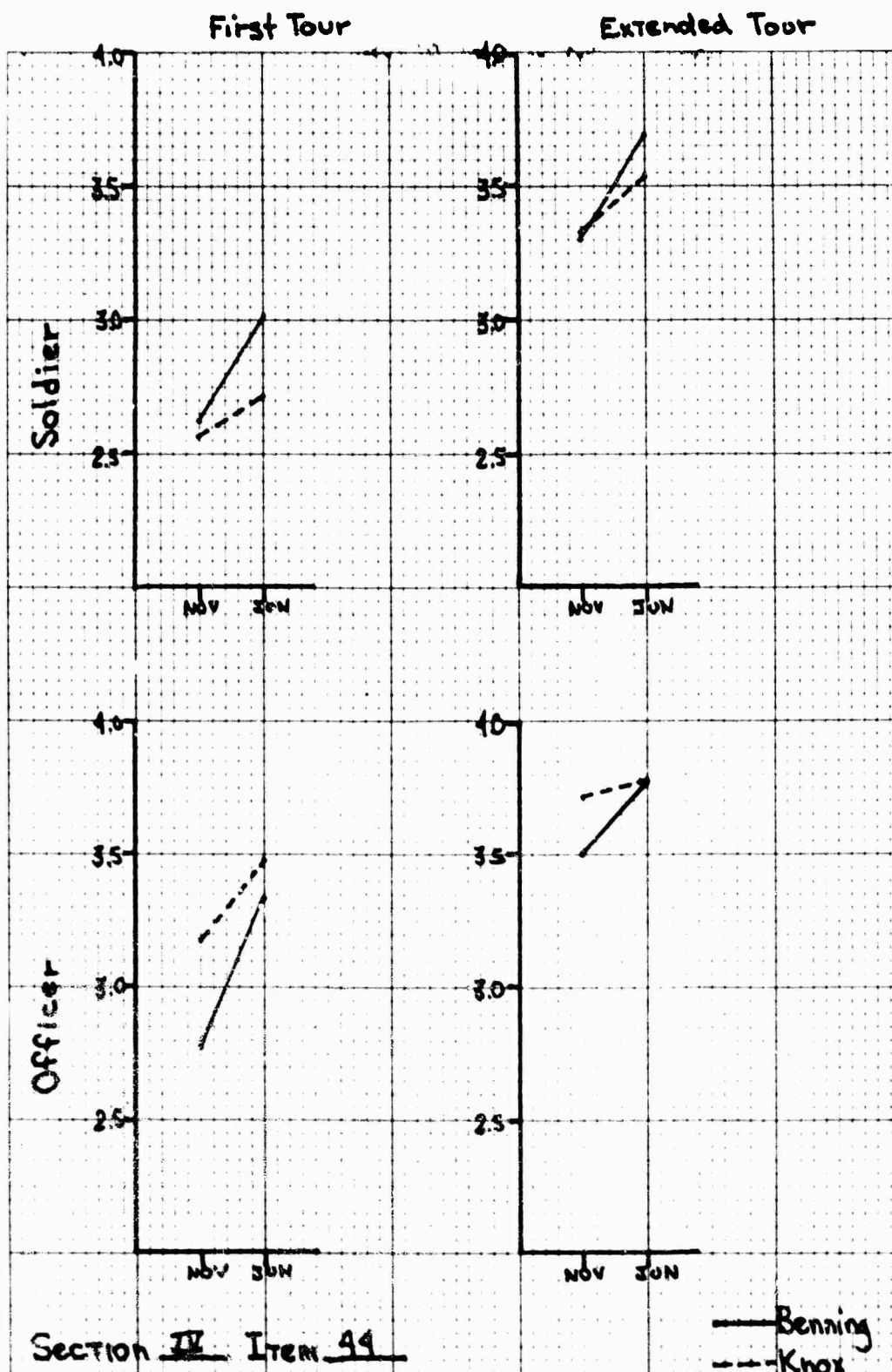


38. The type of dress required for personnel who work on Saturday.

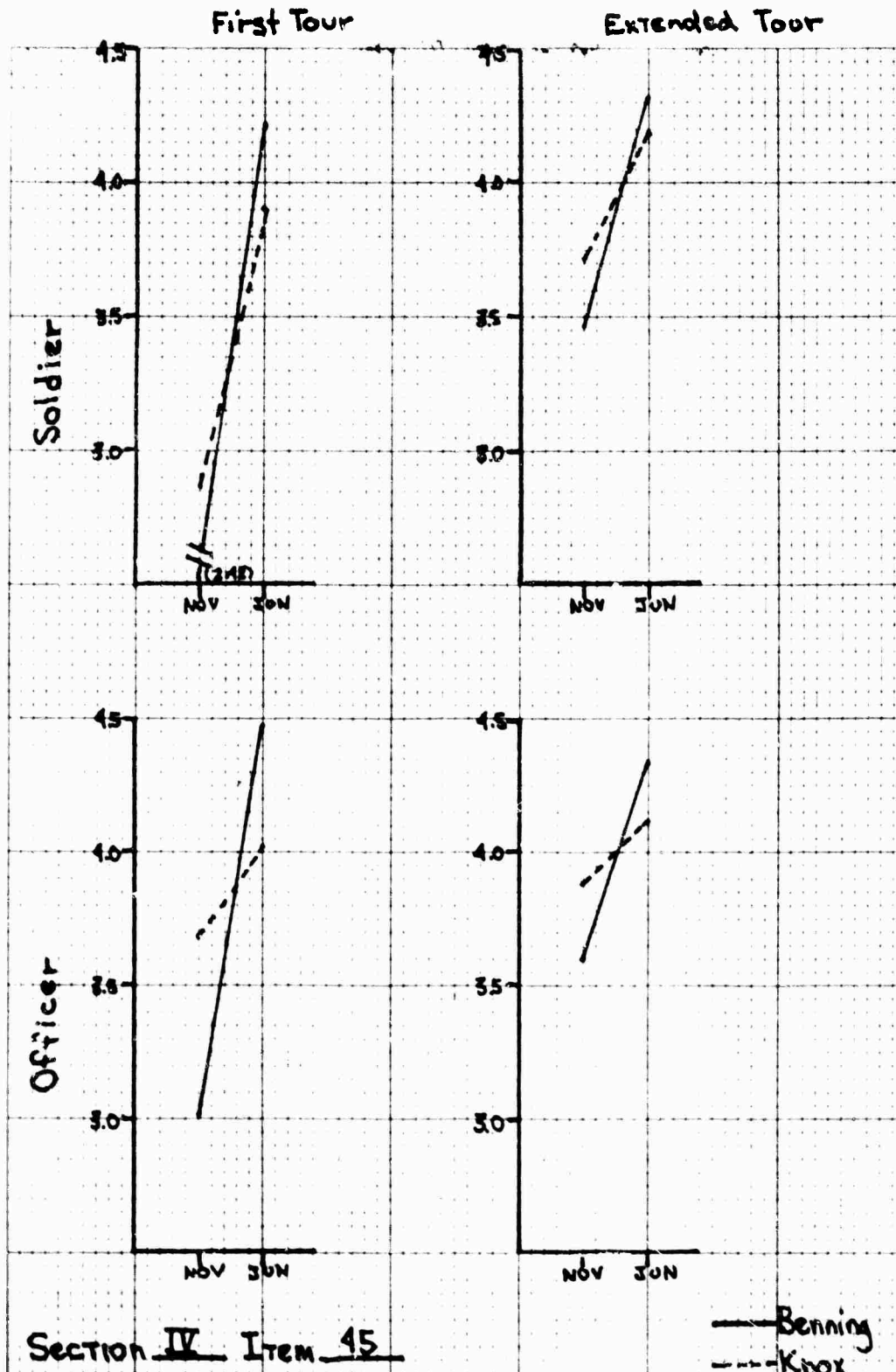




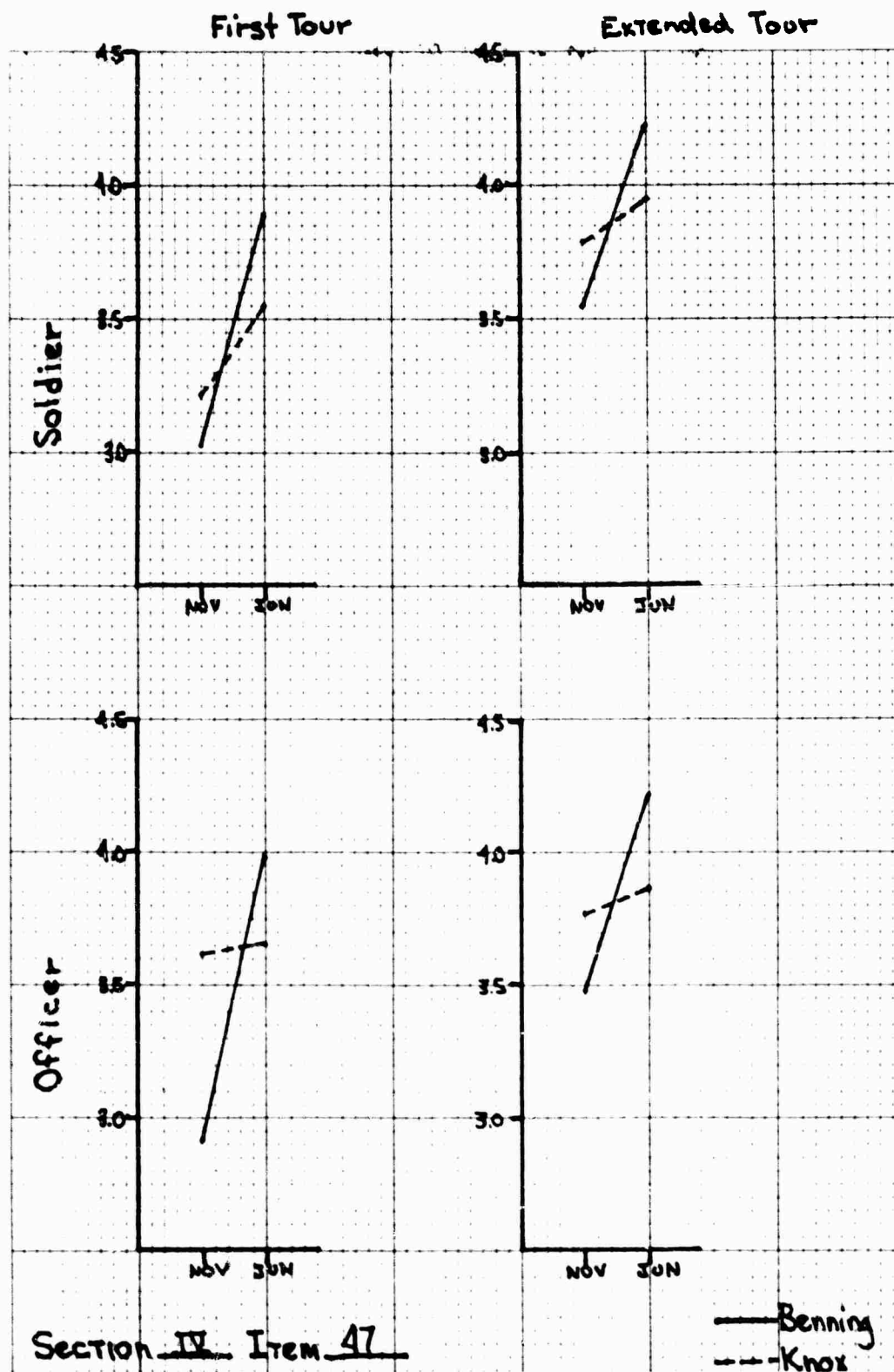
44. The opportunities for discussion of unit activities with commanders in small, informal groups.



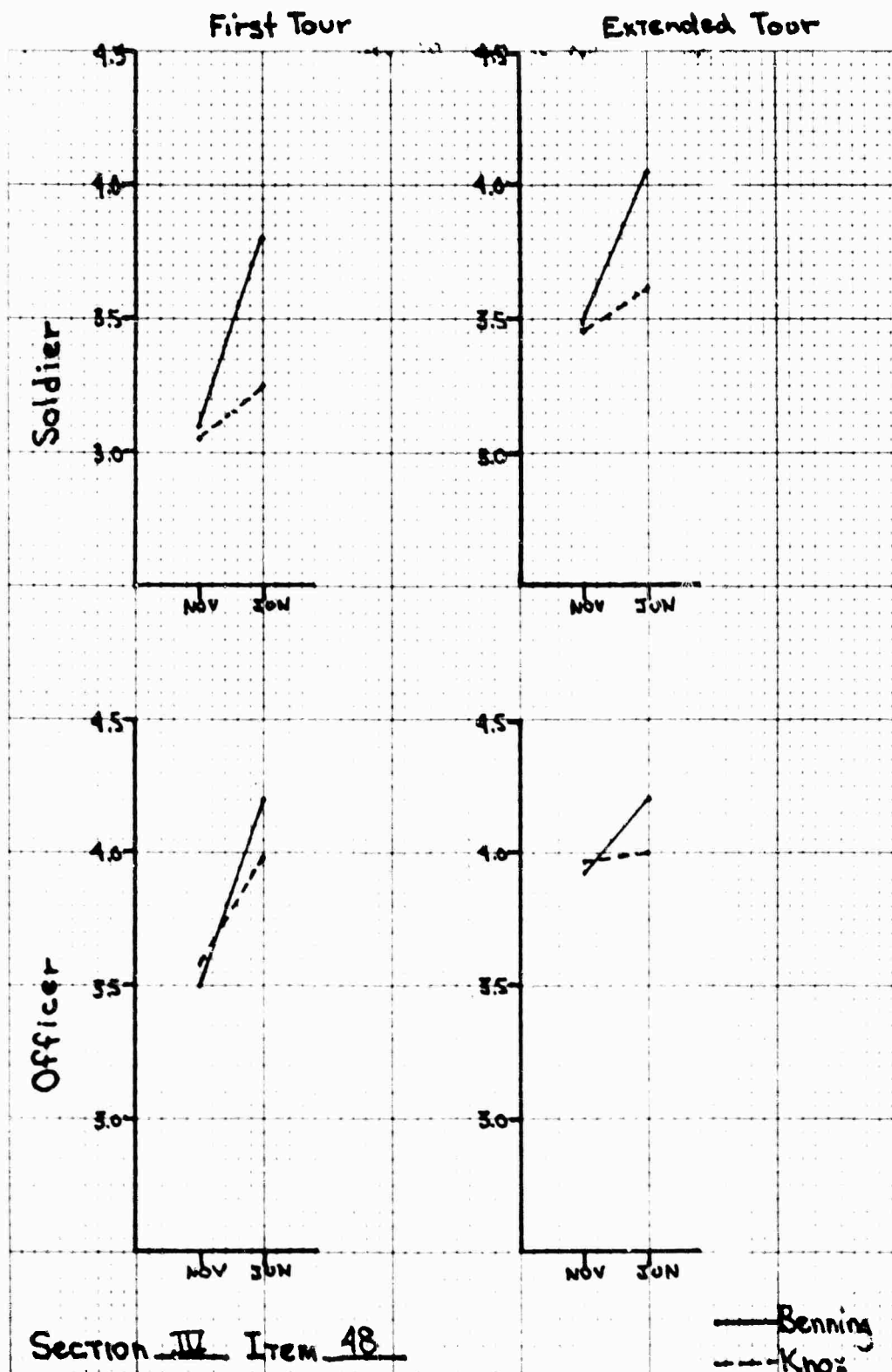
45. The policies on travel distance during off-duty time.



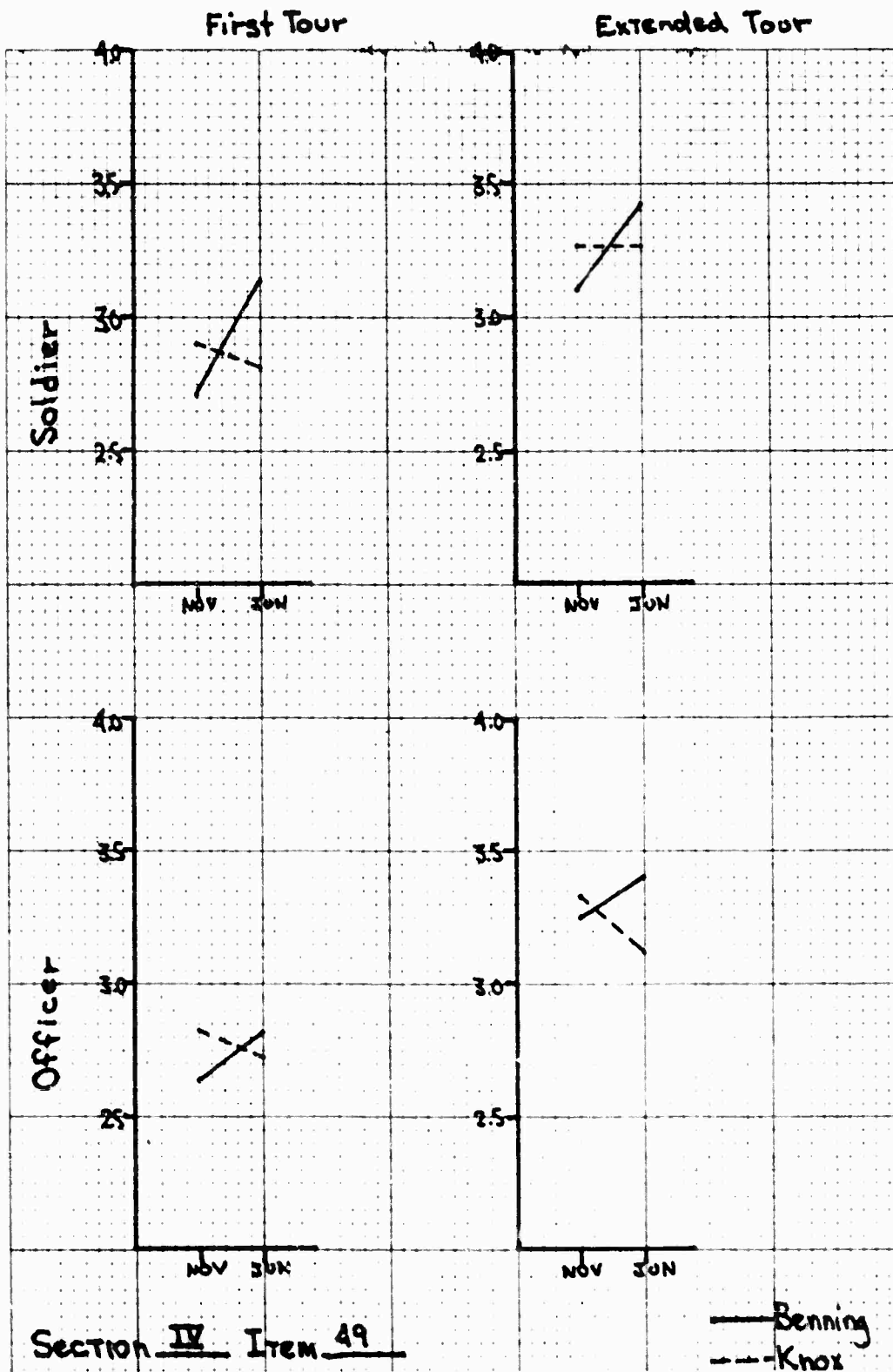
47. The requirement for possessing the Armed Forces Liberty Pass.



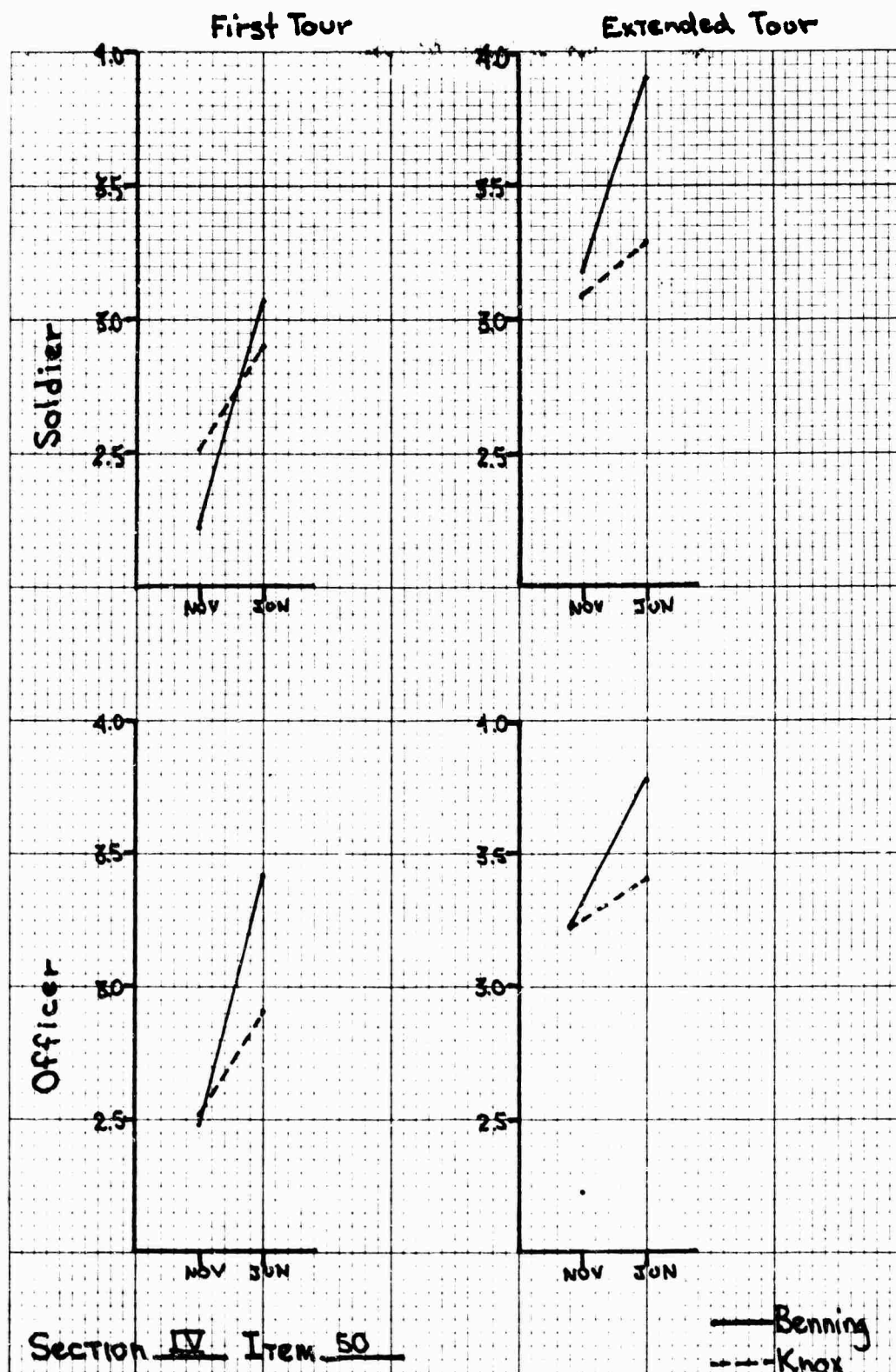
48. The policies regarding payday.



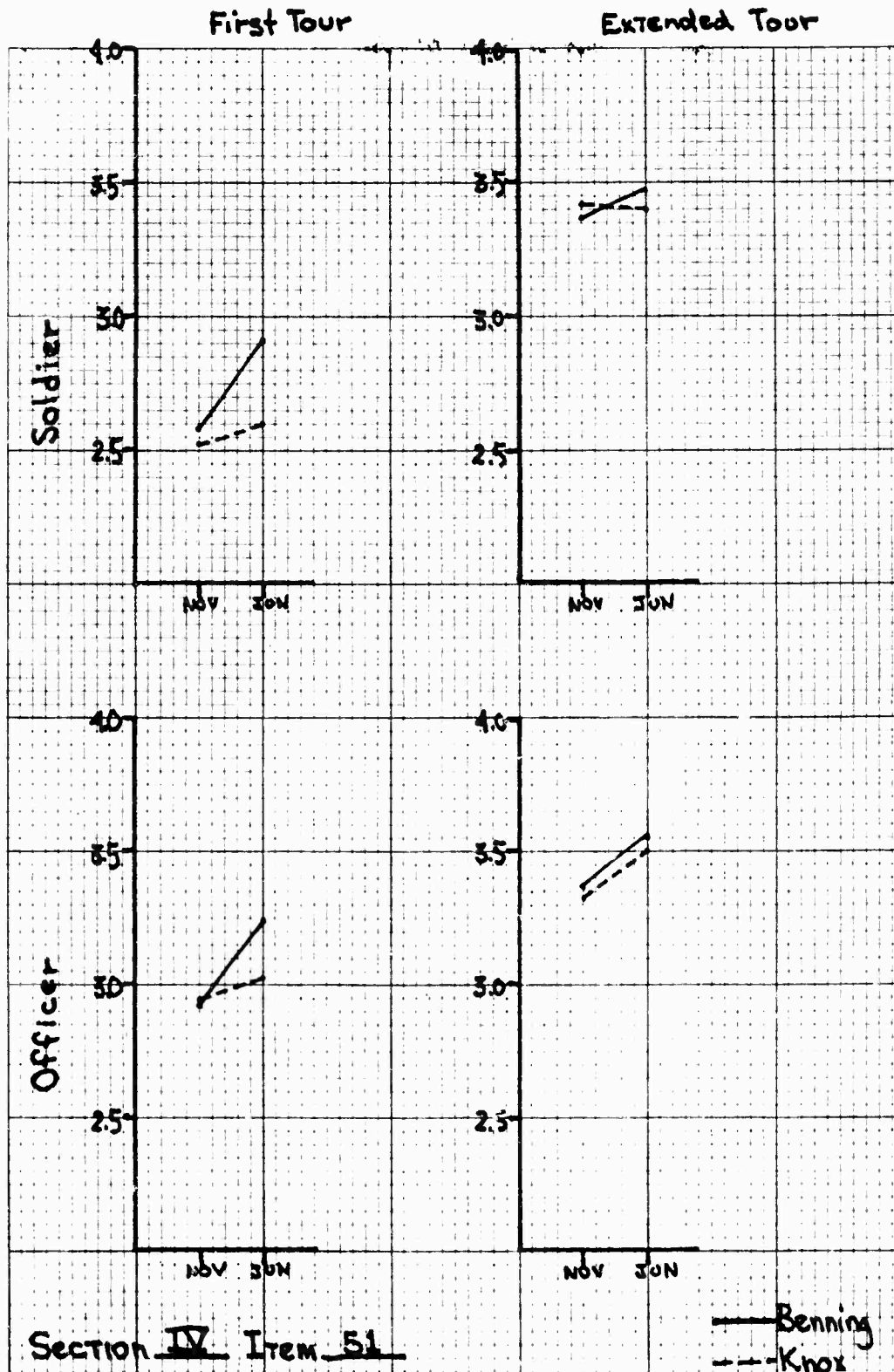
49. Assignment of additional duties for unit-level officers.



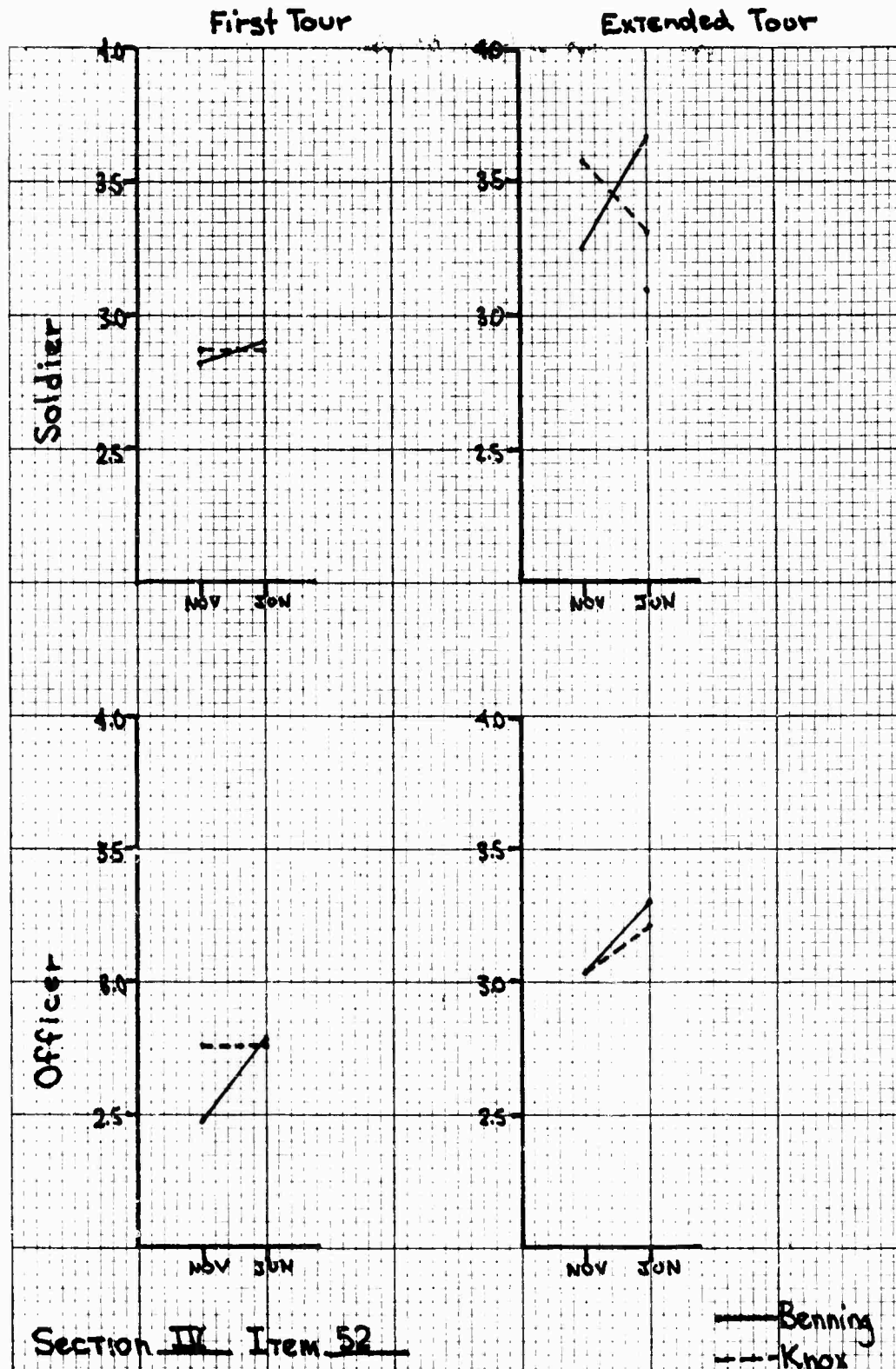
50. Compensatory time off during the week for personnel required to perform weekend details.



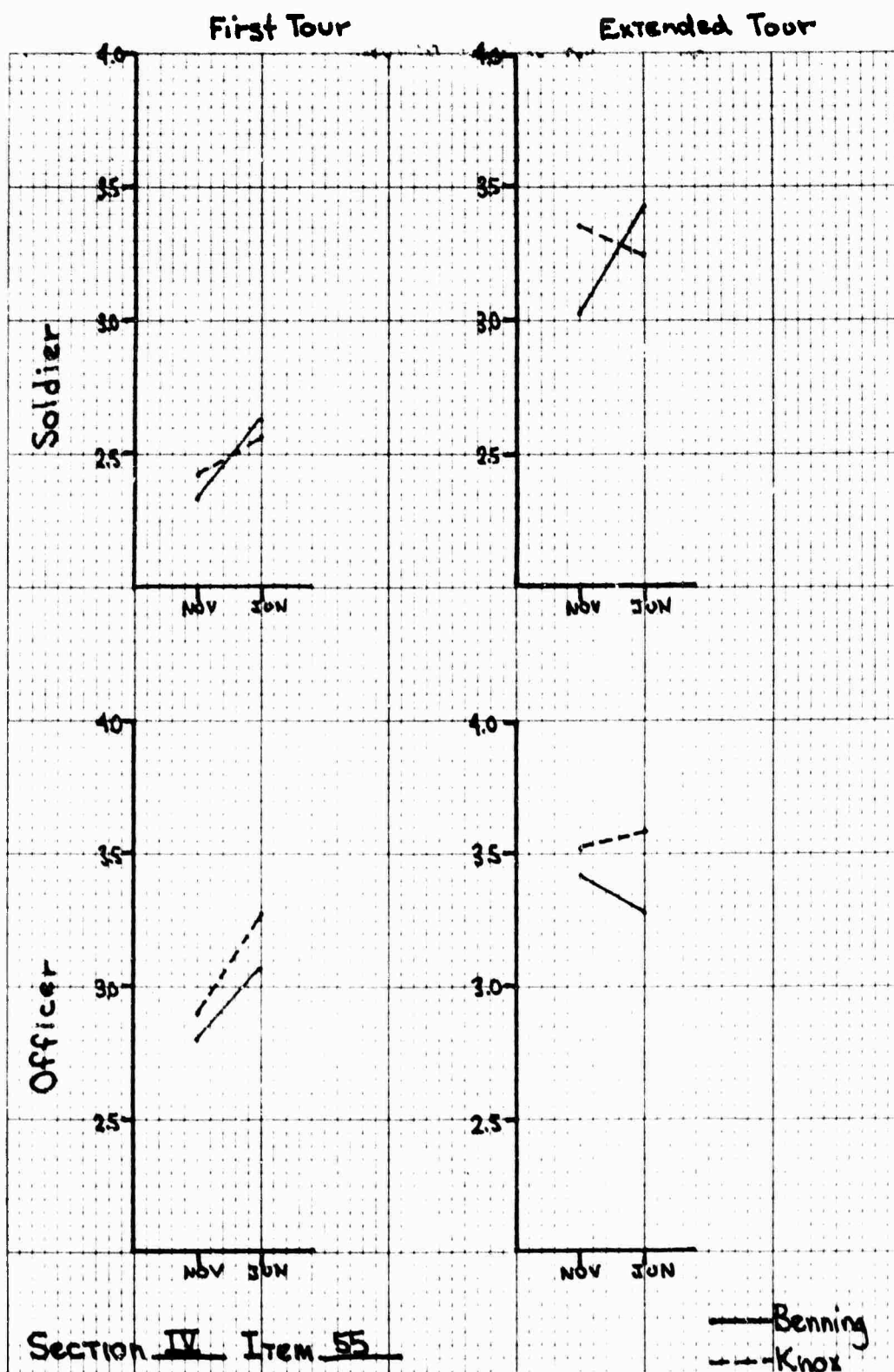
51. The period of advance notification given to soldiers assigned to work details.



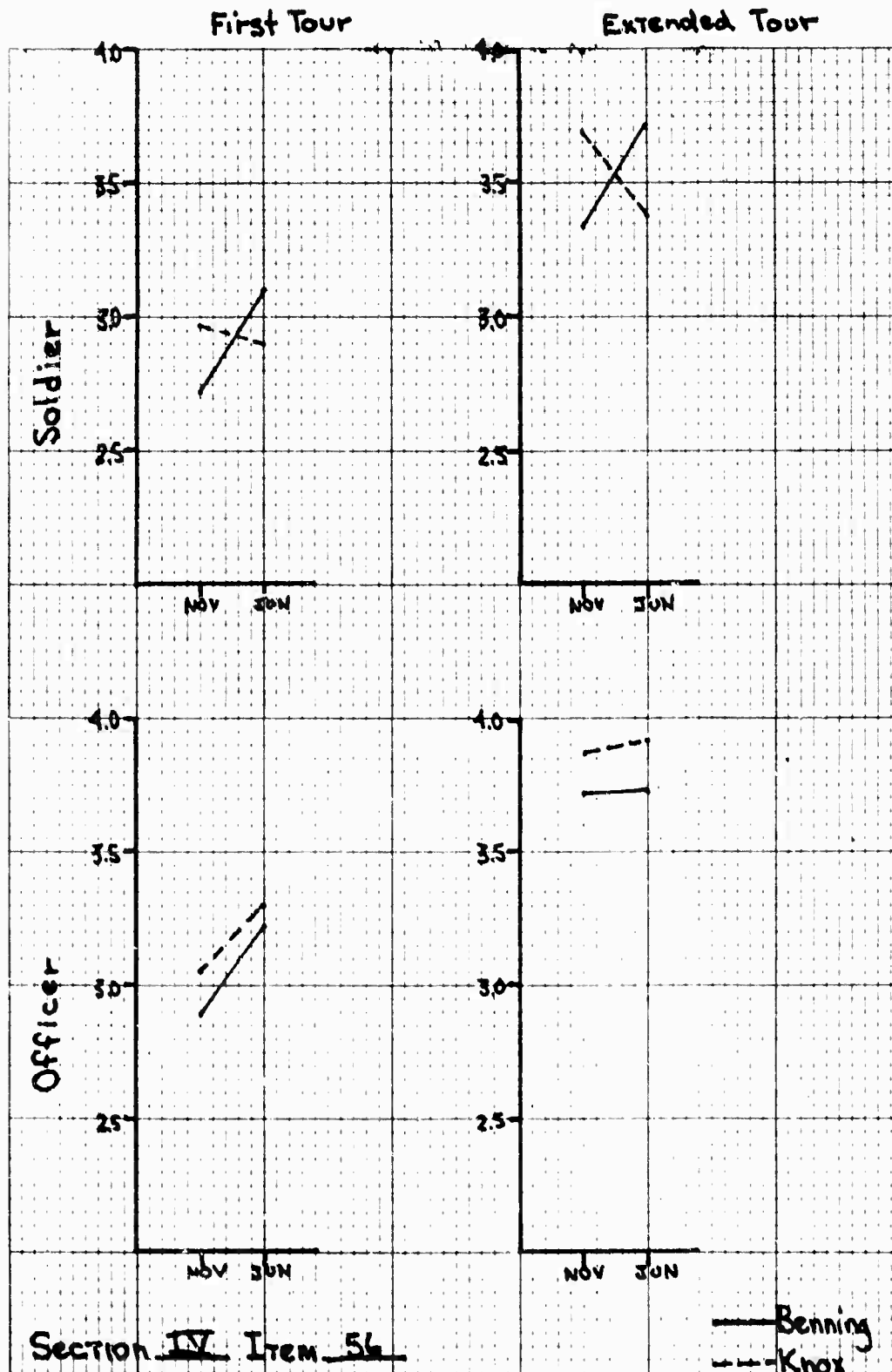
52. Career counseling provided junior leaders.



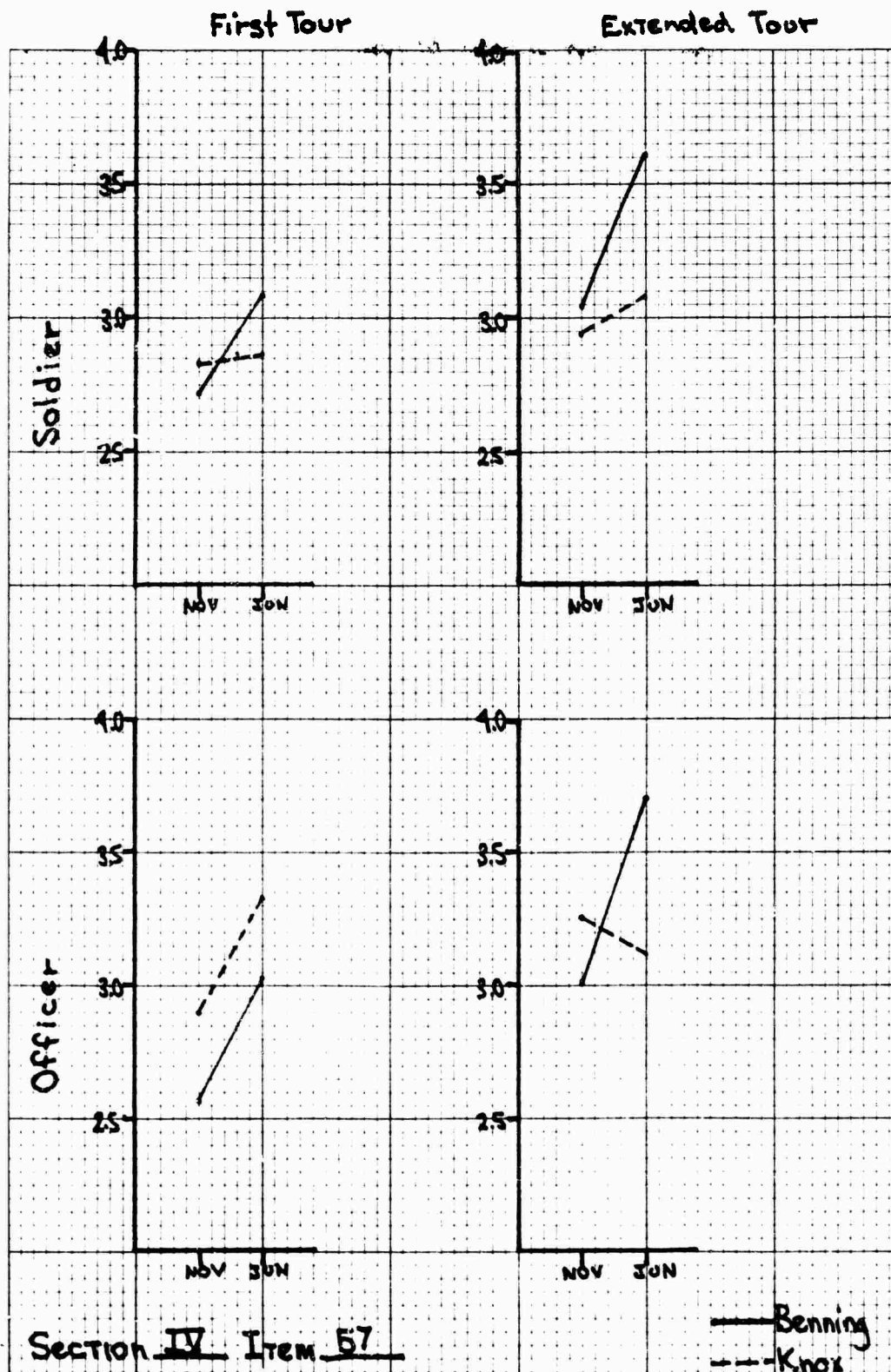
55. The processing of requests for hardship discharge or compassionate reassignment.



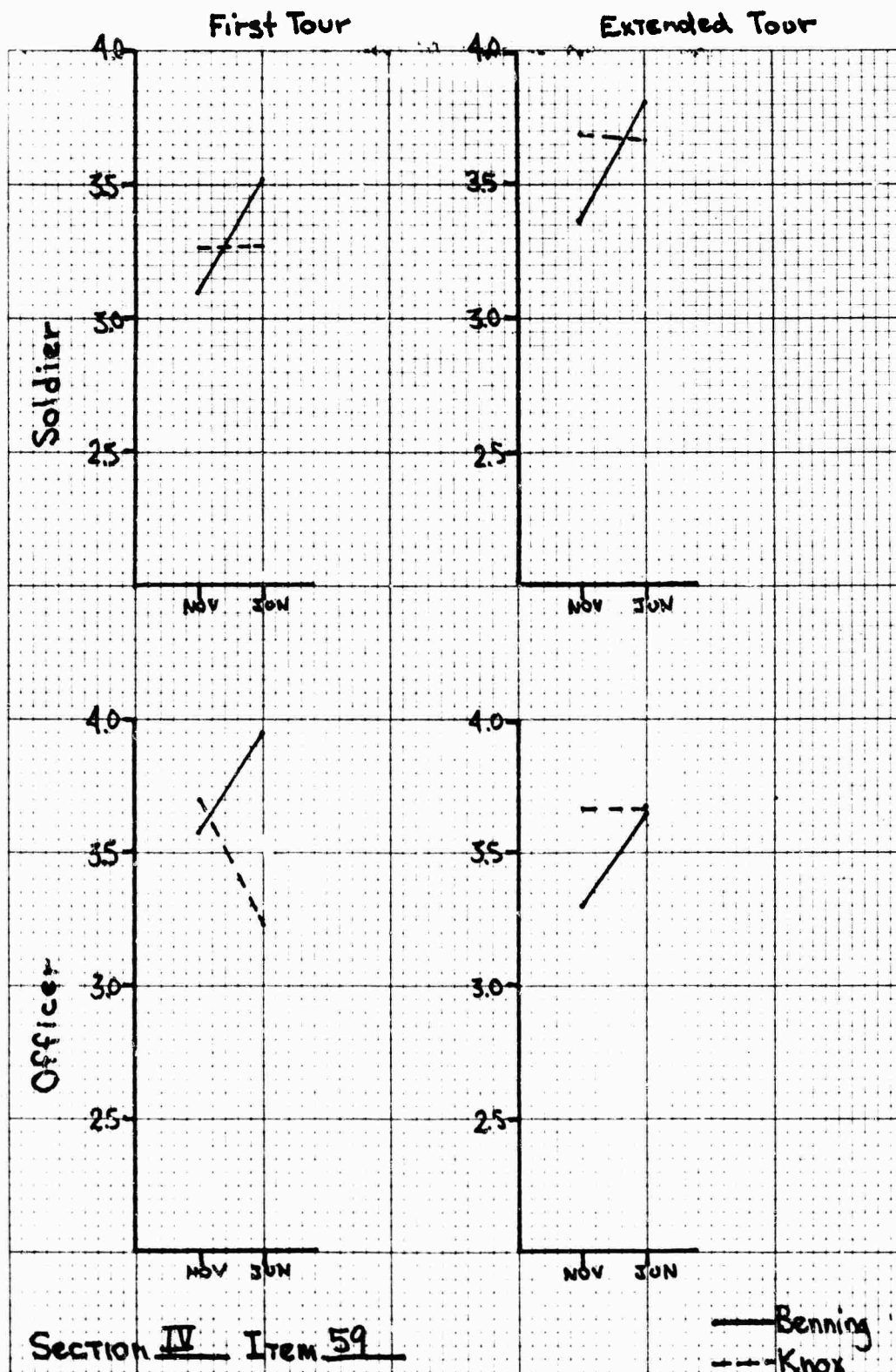
56. Information provided incoming personnel on facilities available,
e.g., PX, Club, Special Services, education, etc.



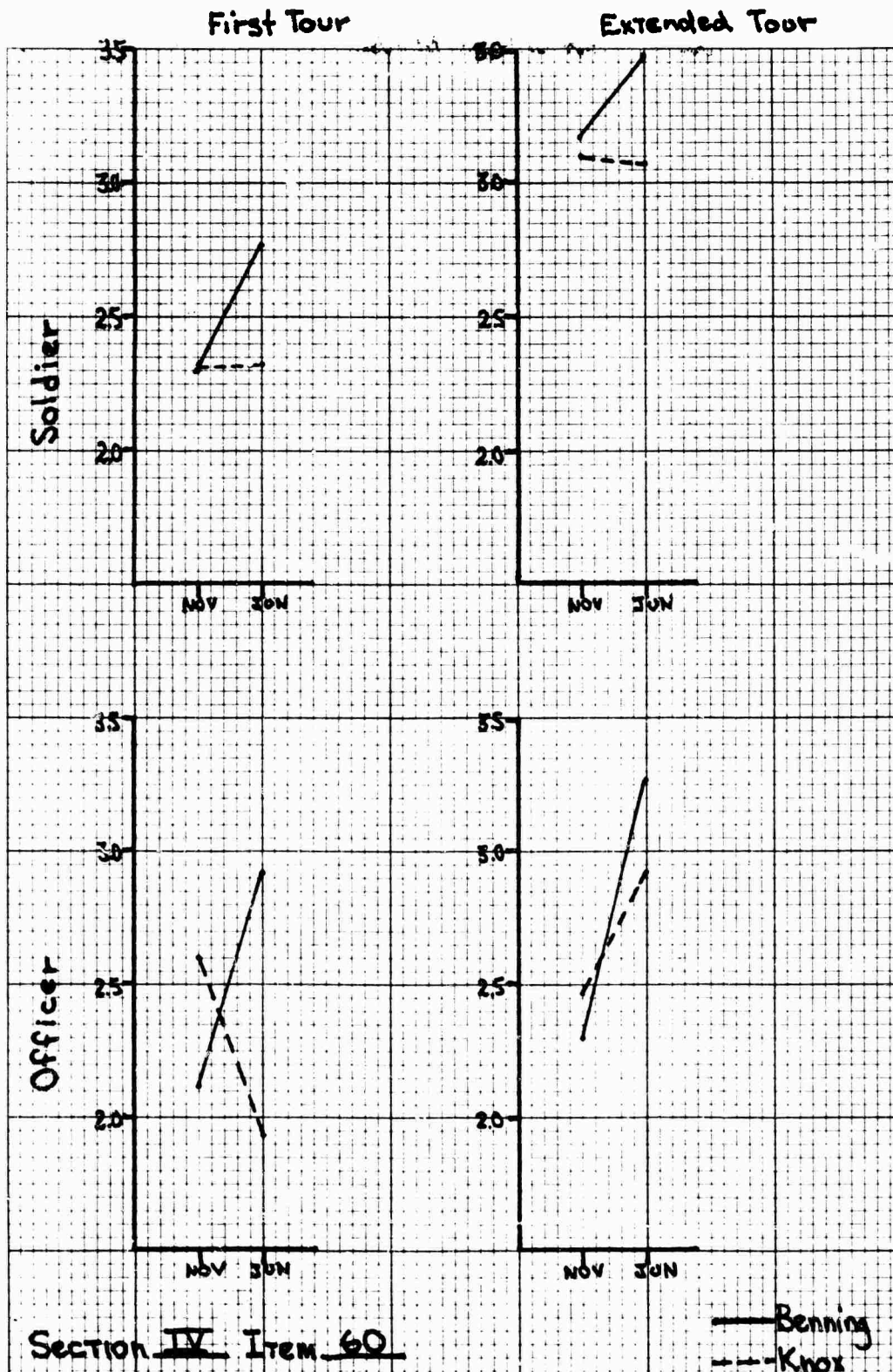
57. The opportunity to take care of personnel actions during lunch period.



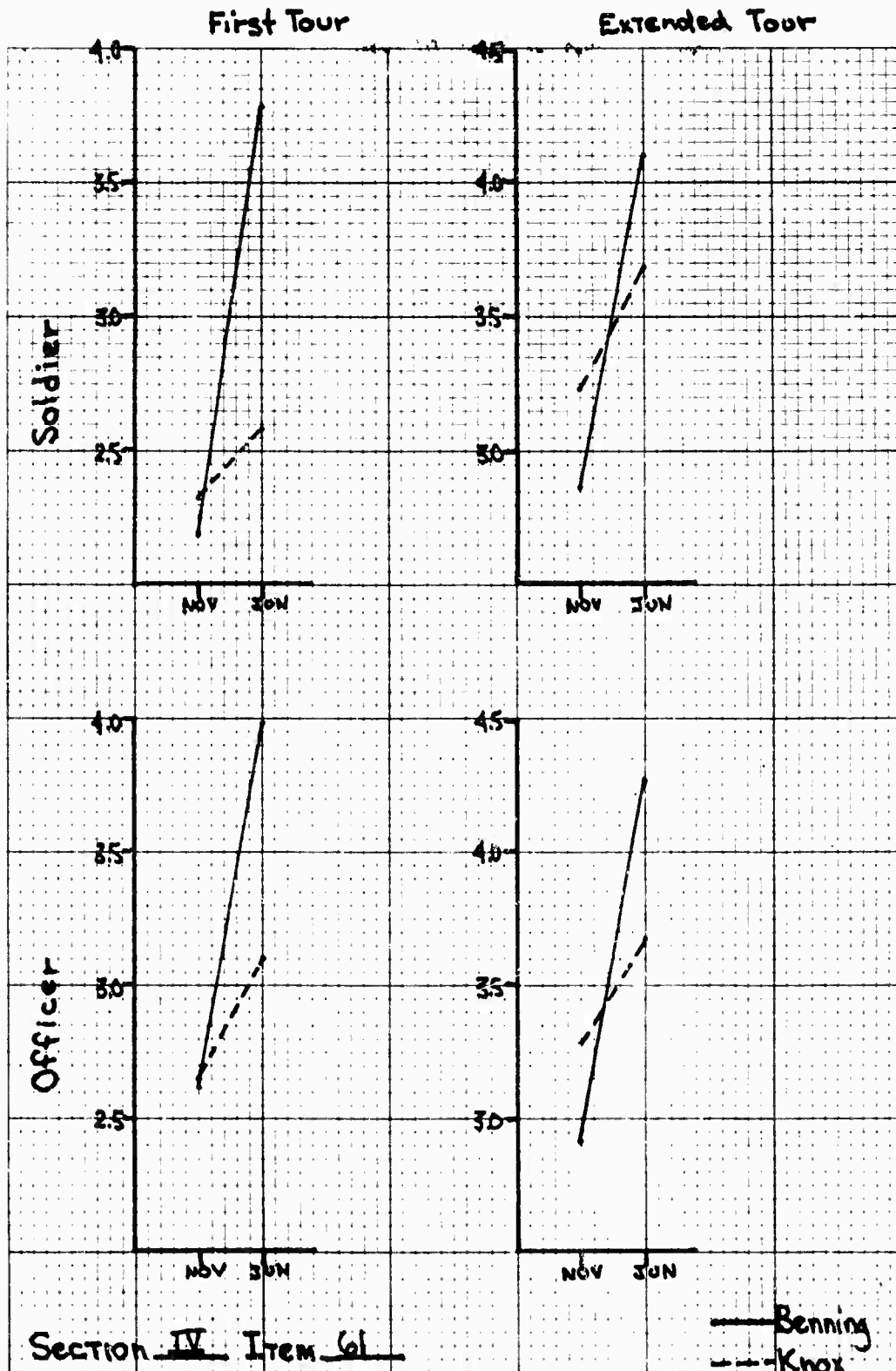
59. The policies regarding refreshments in the service club.



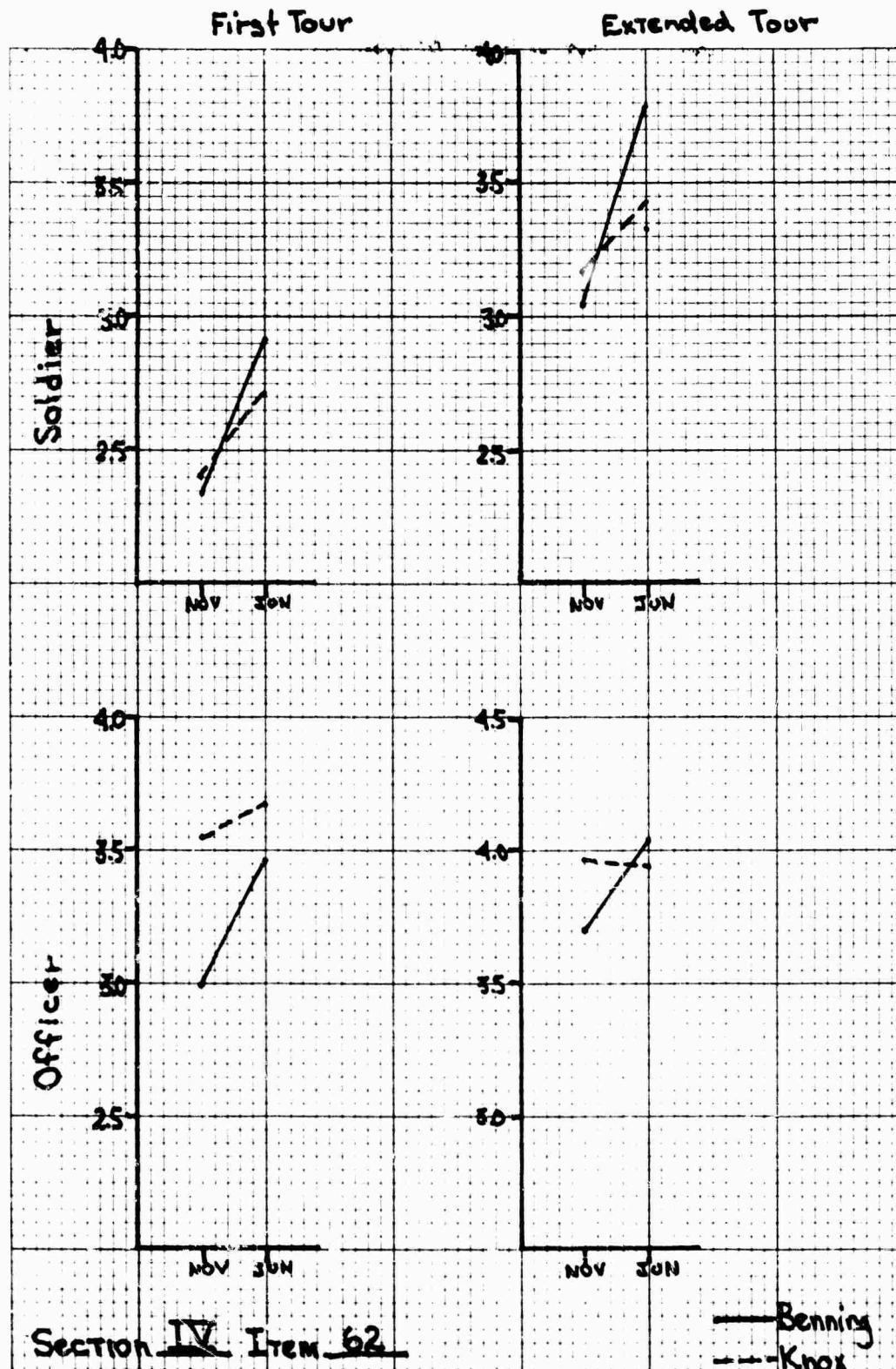
60. The opportunities for unmarried enlisted men to attend co-ed activities on-post.



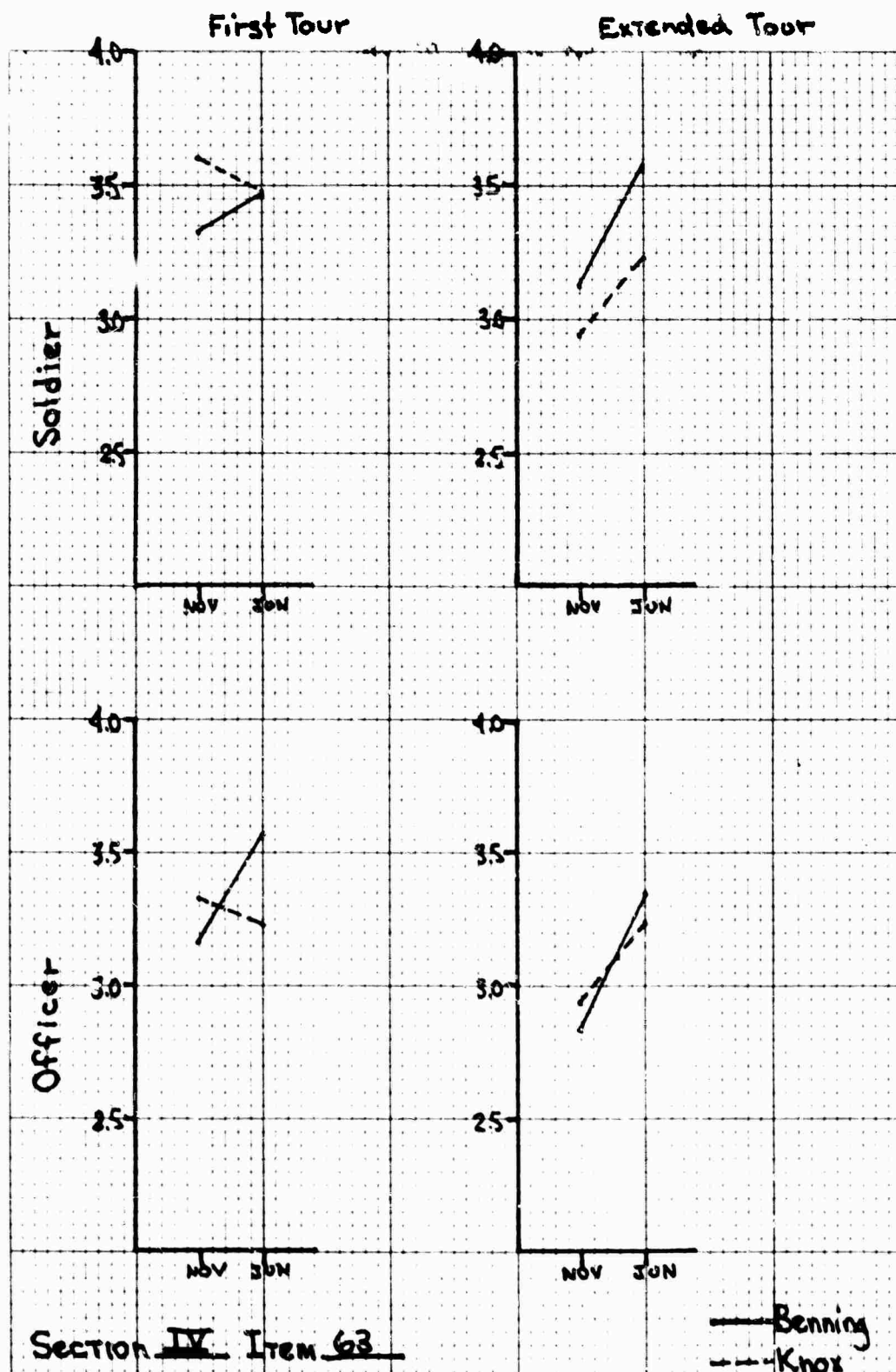
61. The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.



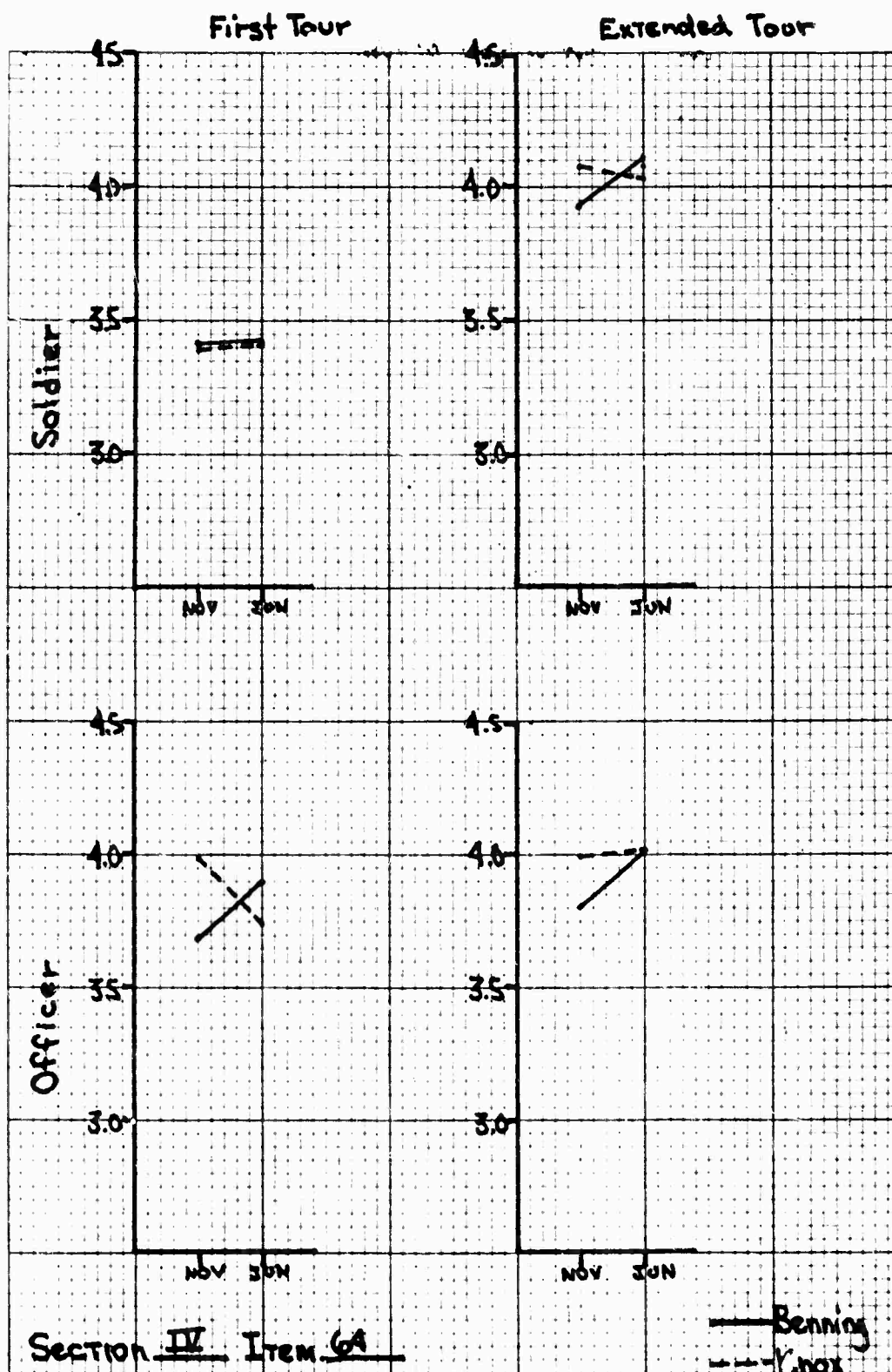
62. The variety of food offered in the unit mess hall.



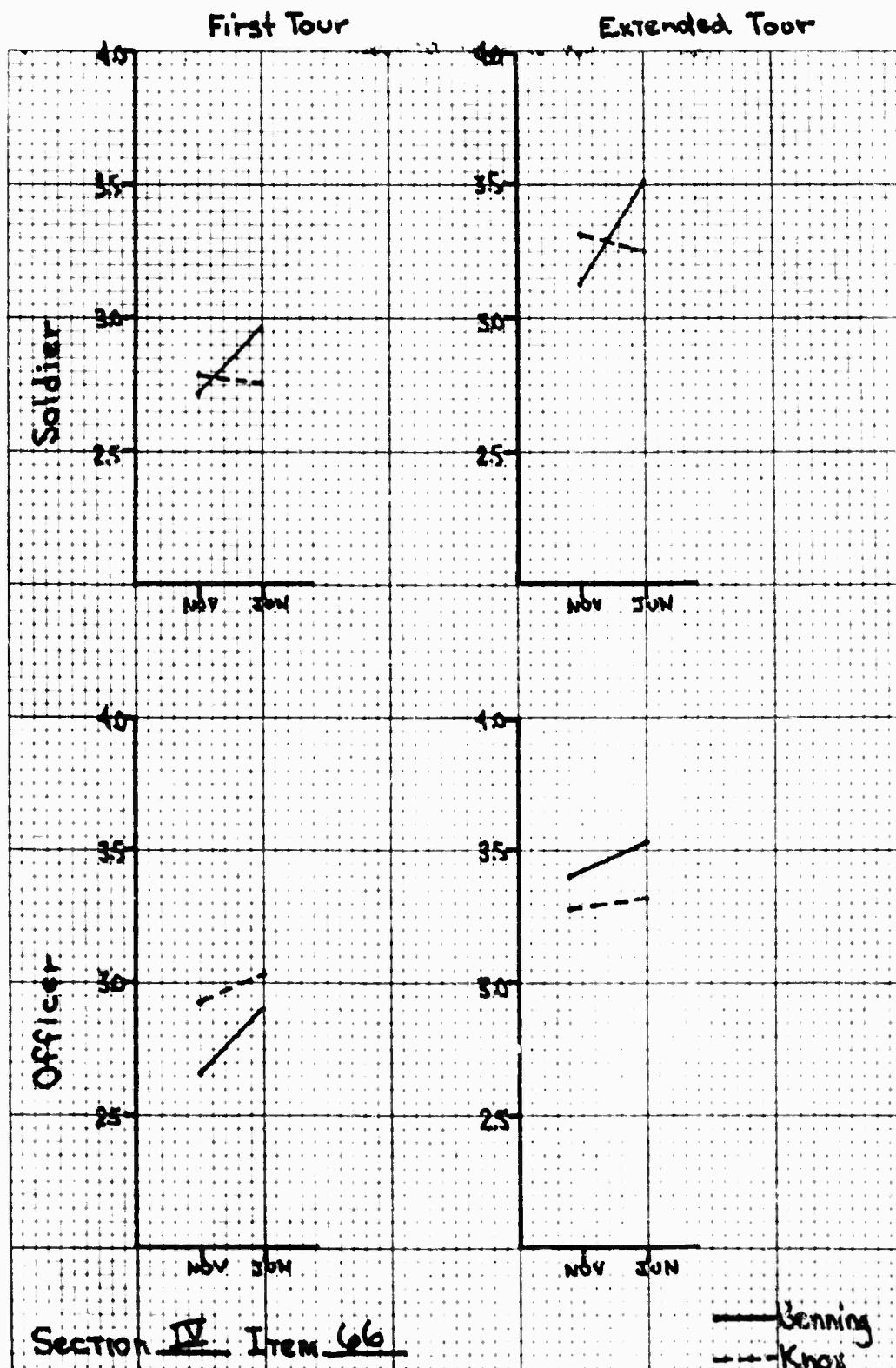
63. The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).



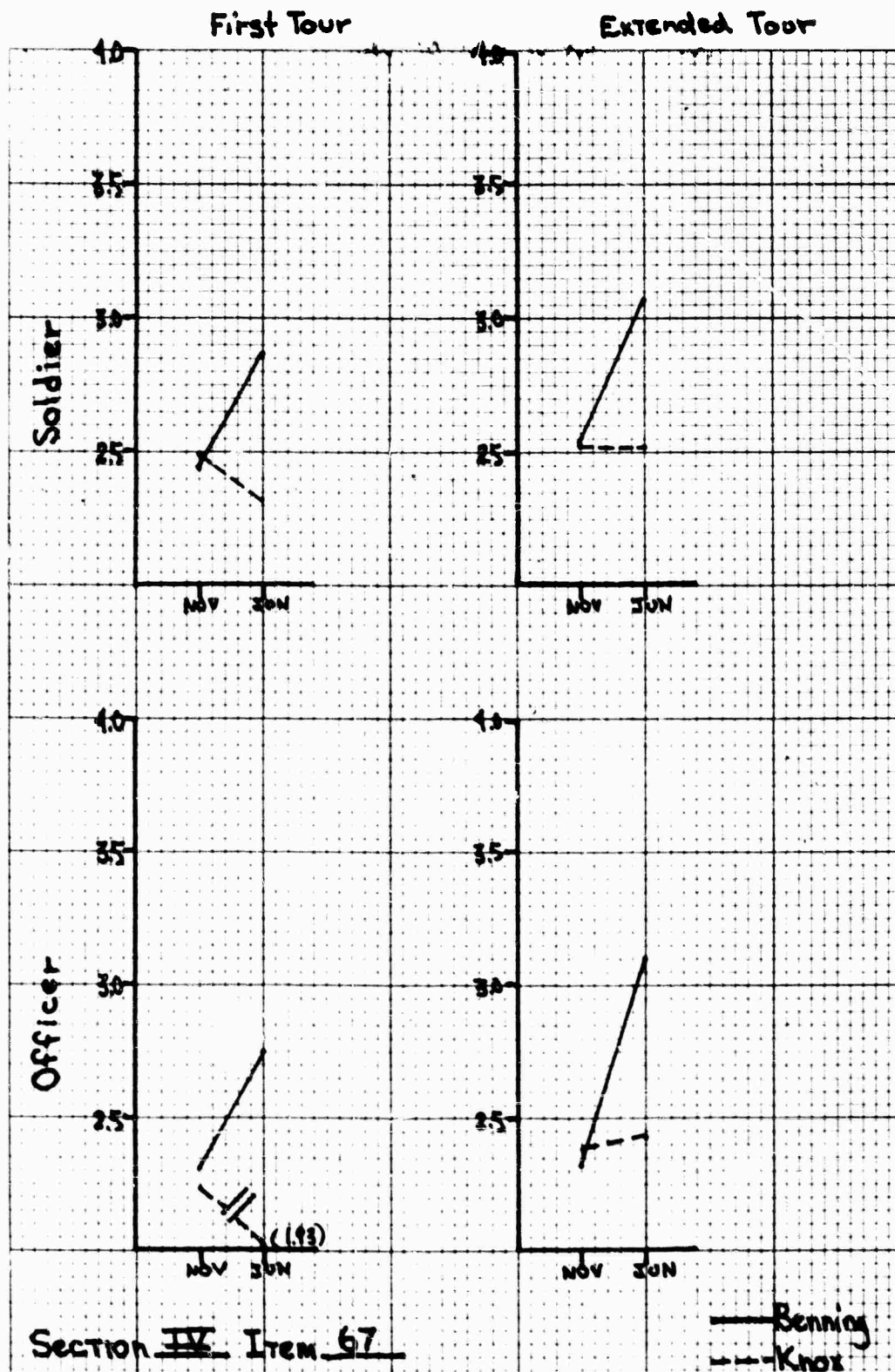
64. The services offered by the Legal Assistance Office.



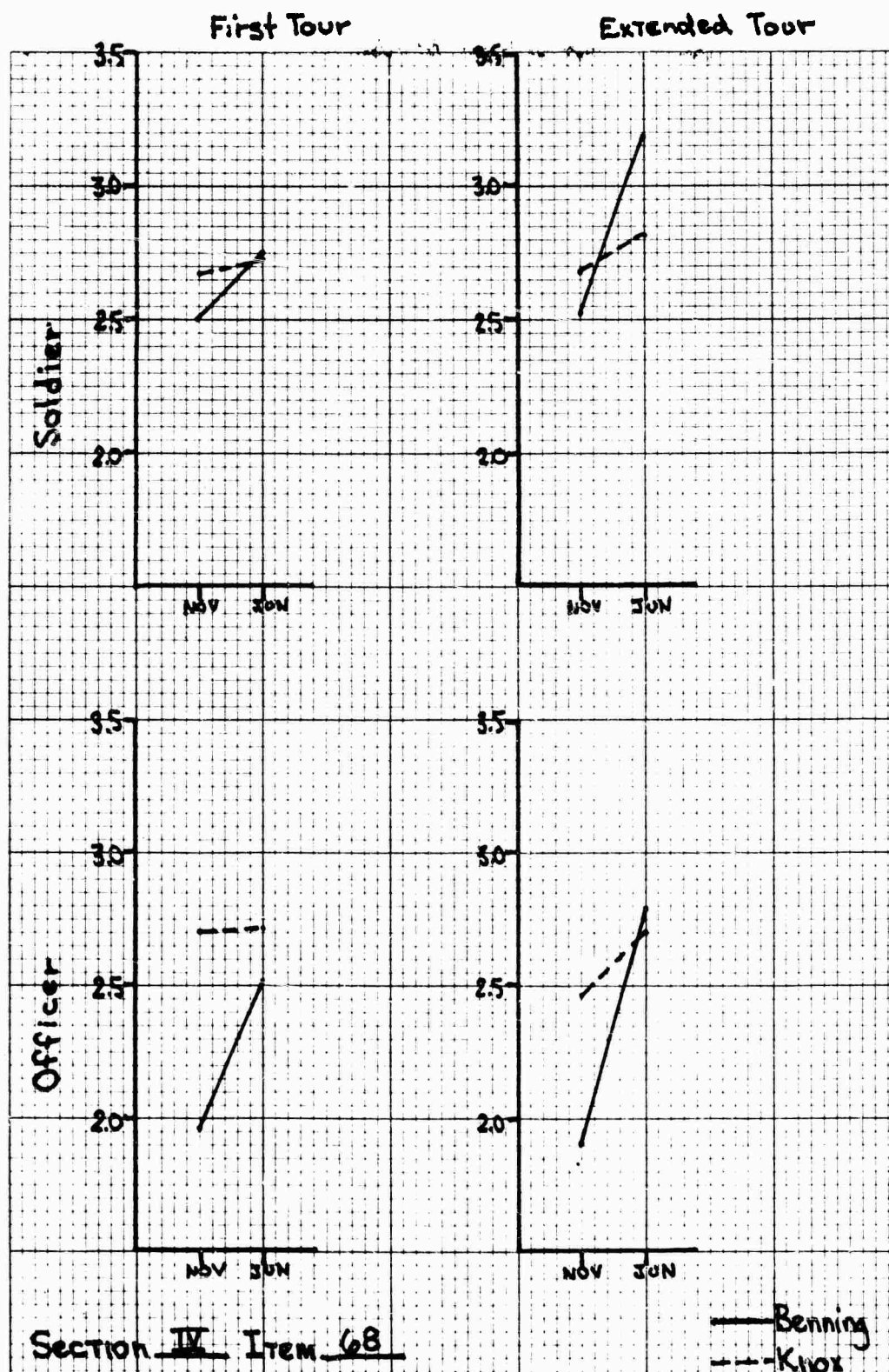
66. Information provided incoming personnel and their dependents on available medical care.



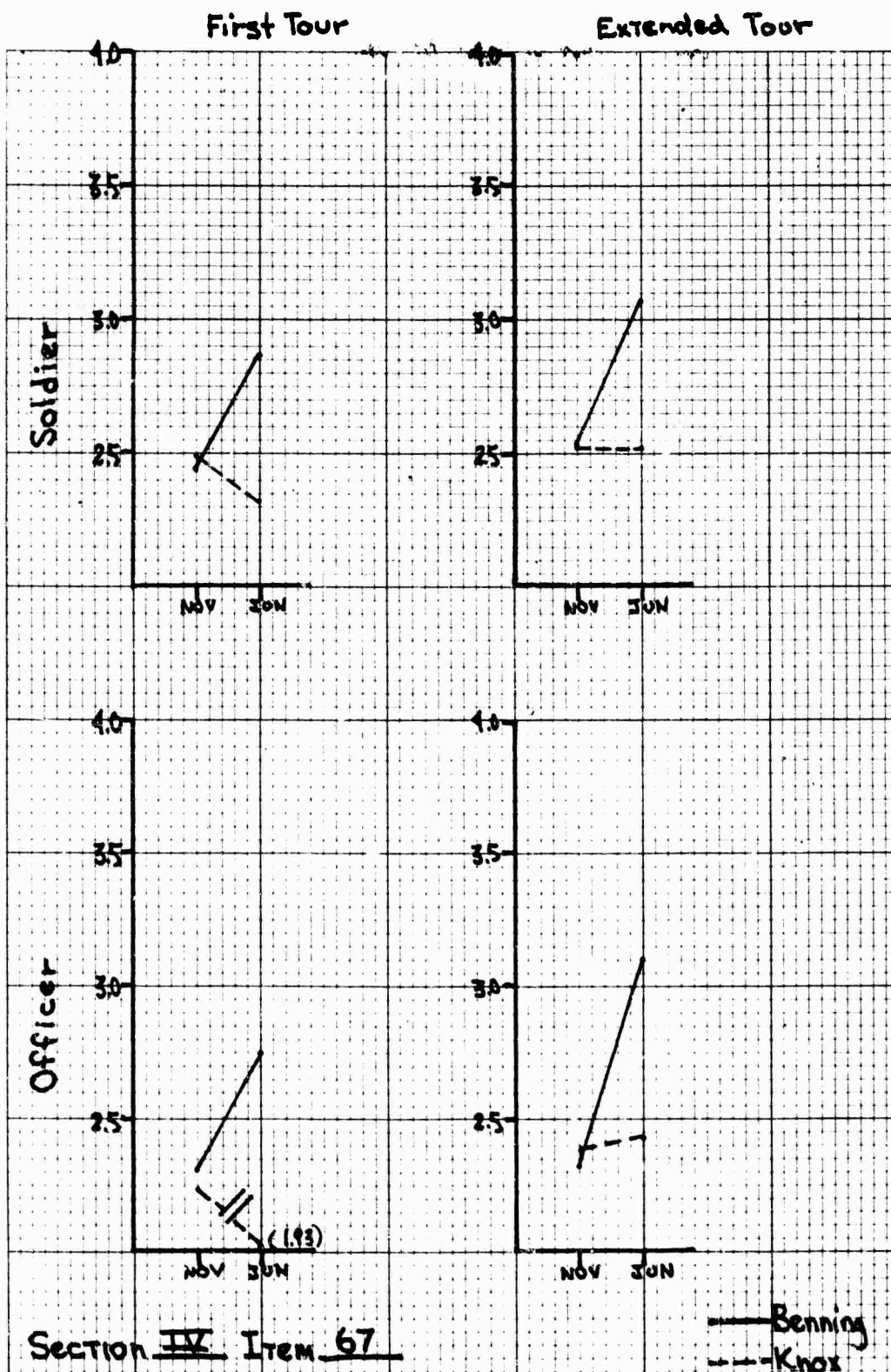
67. The processing of patients at hospital waiting rooms.



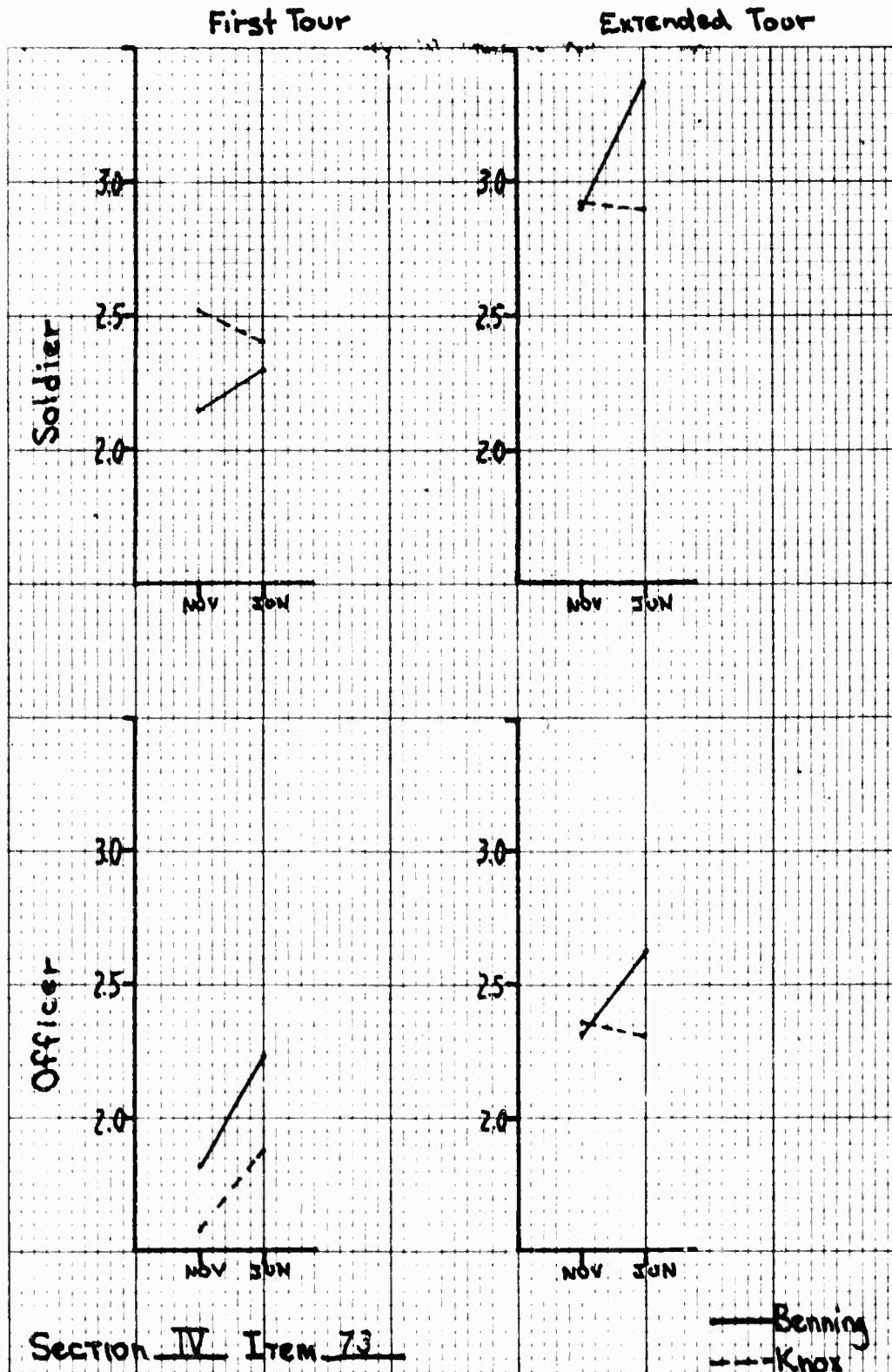
68. The wall locker facilities for personnel taking physical examinations.



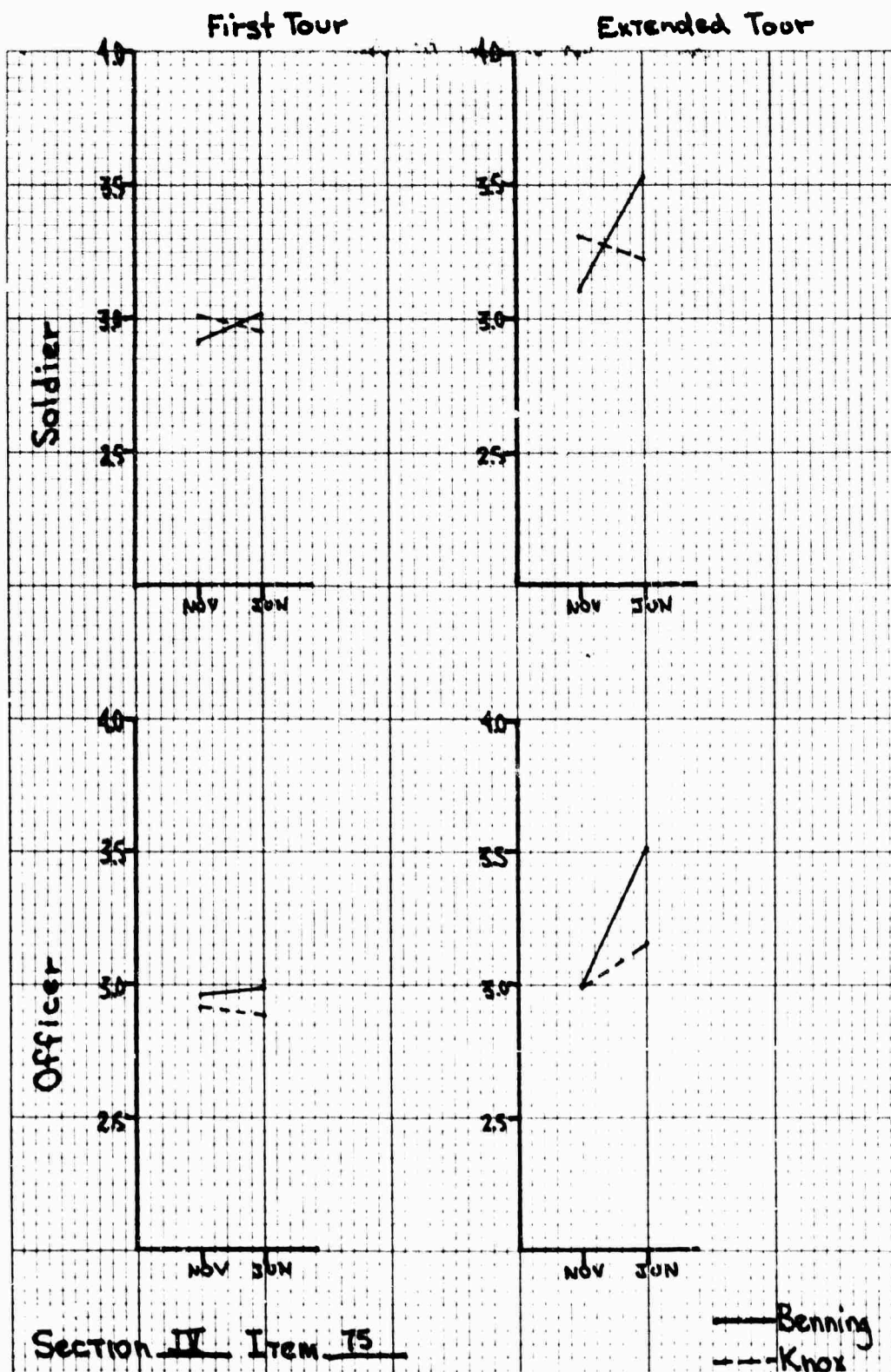
67. The processing of patients at hospital waiting rooms.



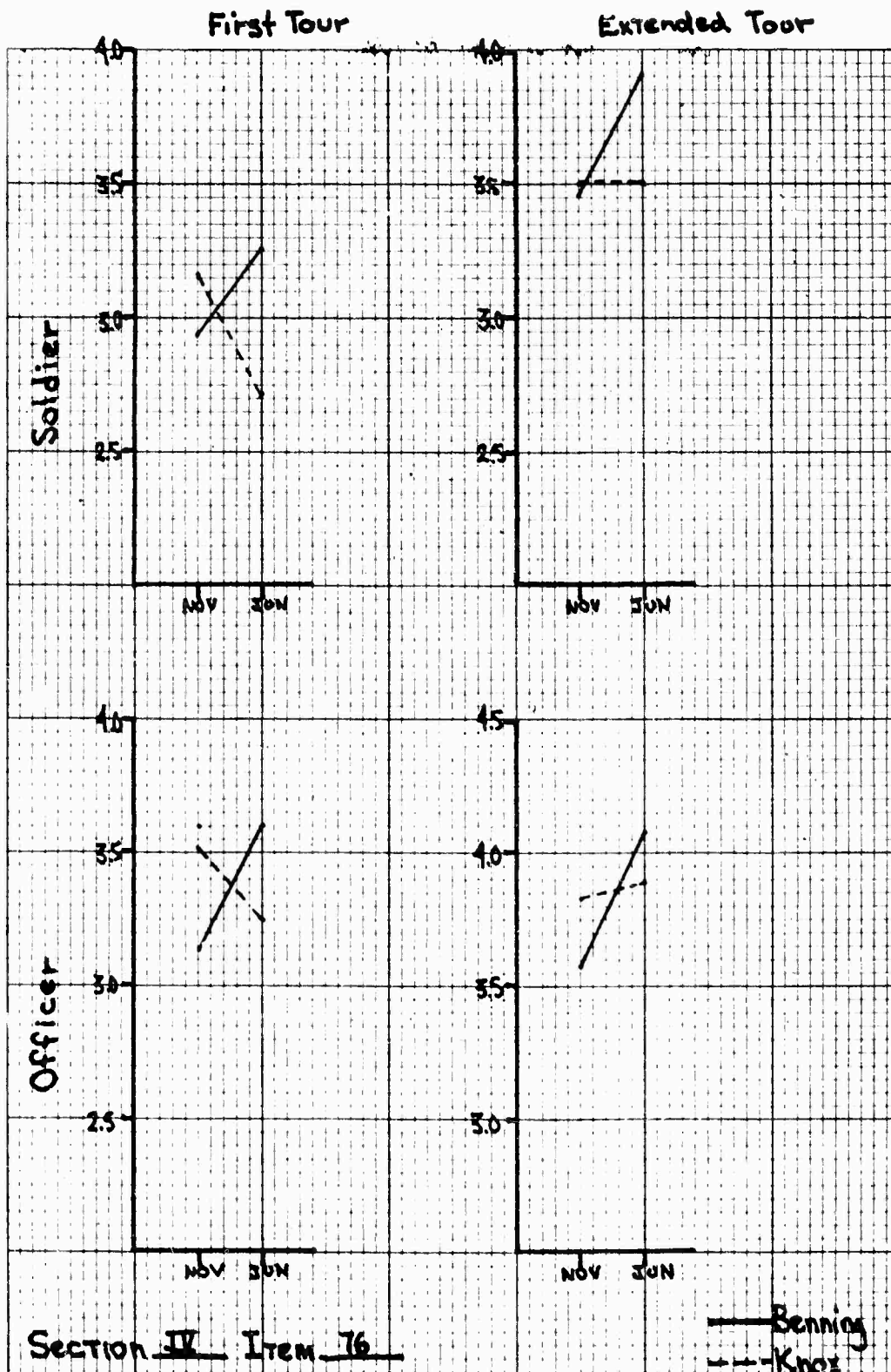
73. Information about MAC flights.



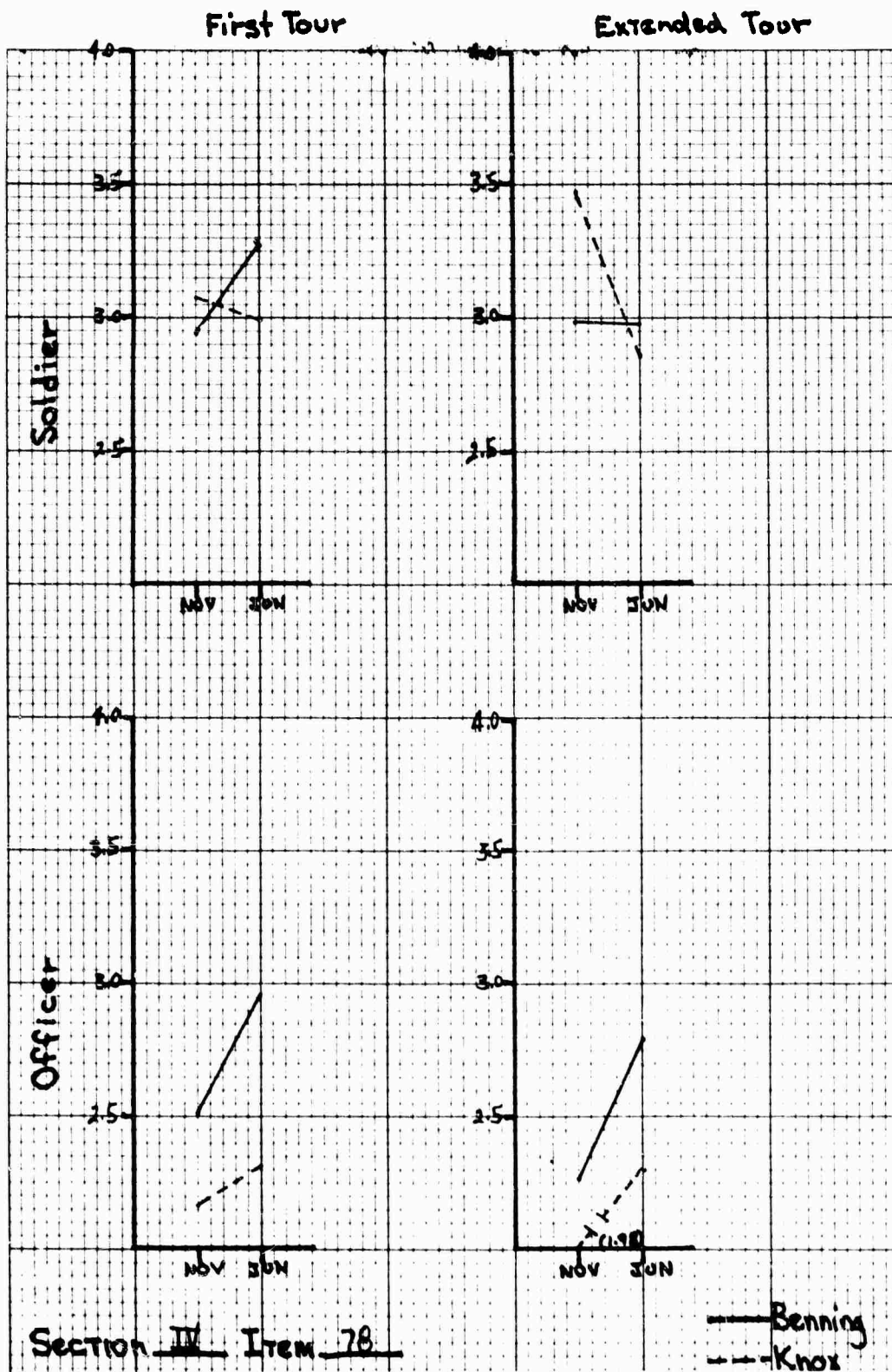
75. The information on and appointments system for medical and dental care.



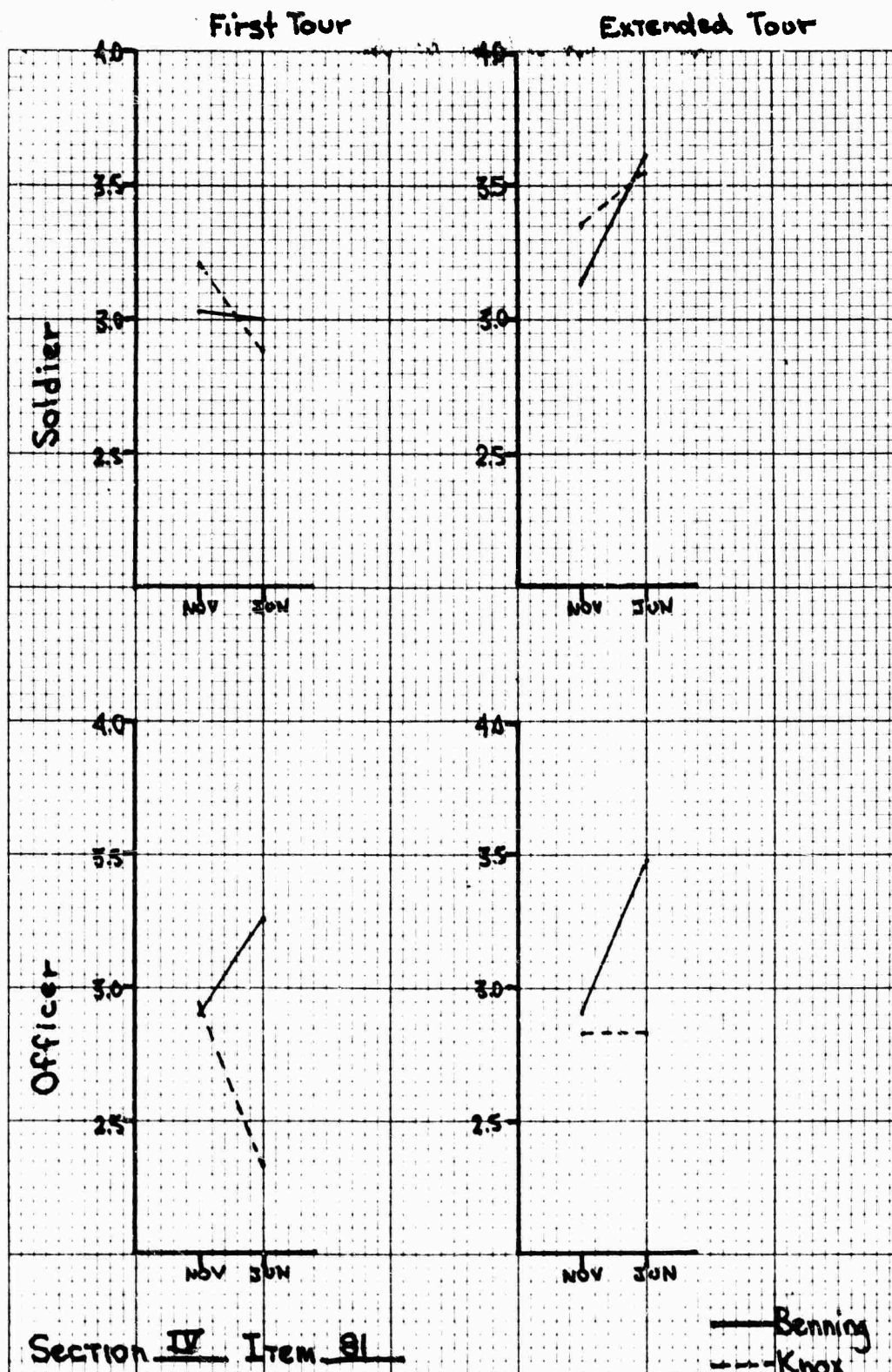
76. The PX closing time.



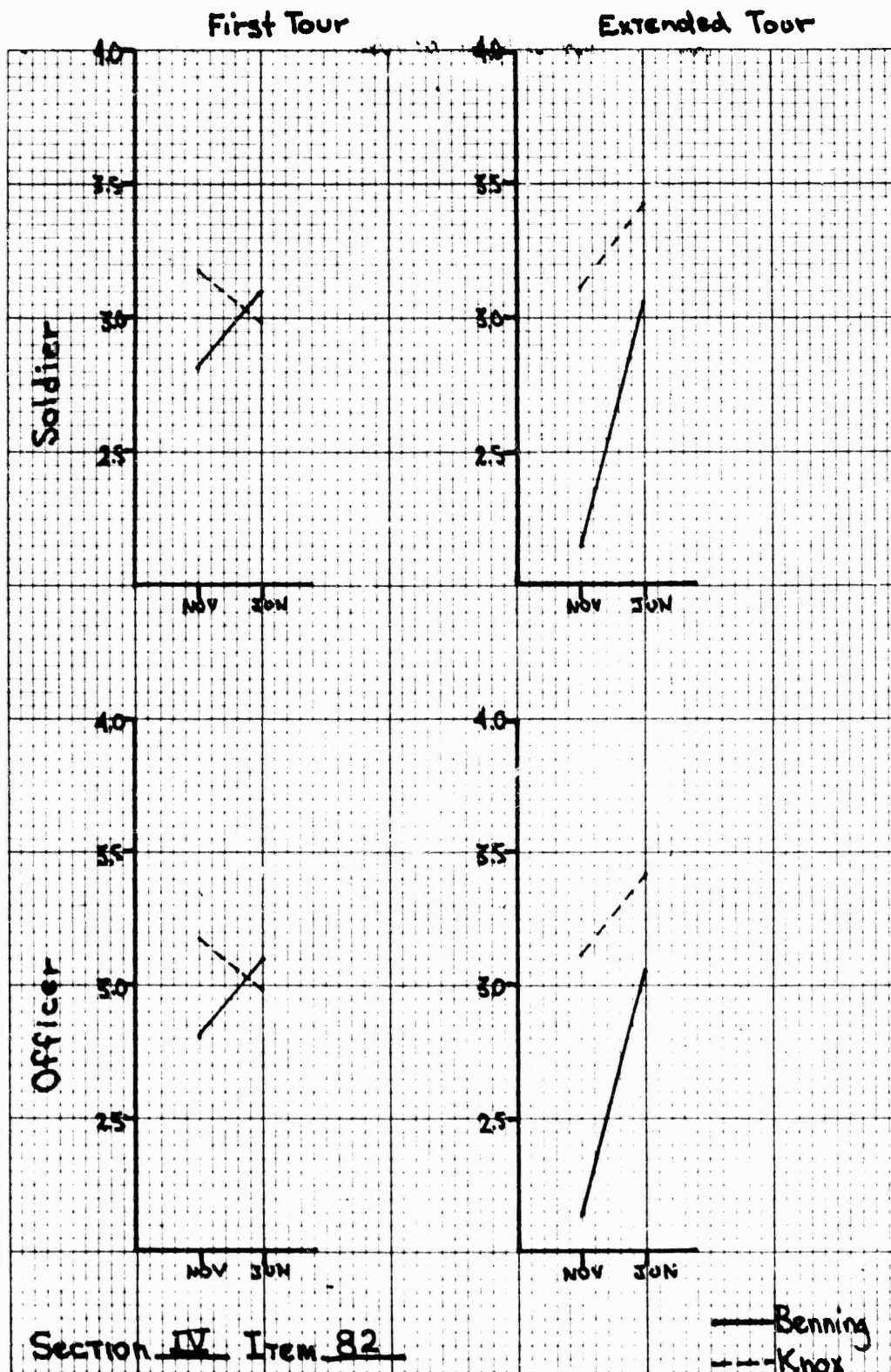
78. The availability of major appliances, furniture, and sporting goods at the PX.



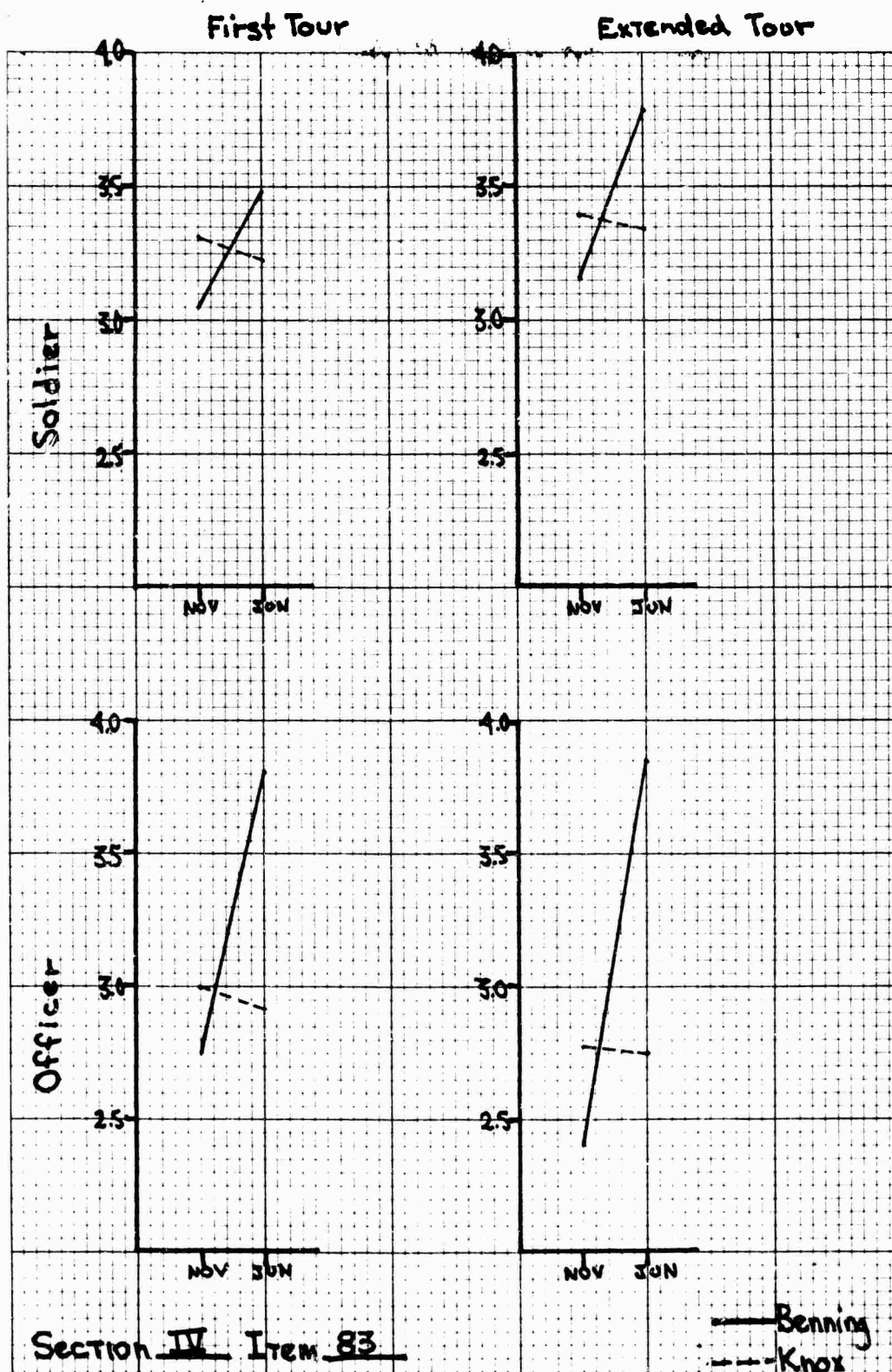
81. The club facilities for unmarried junior officers.



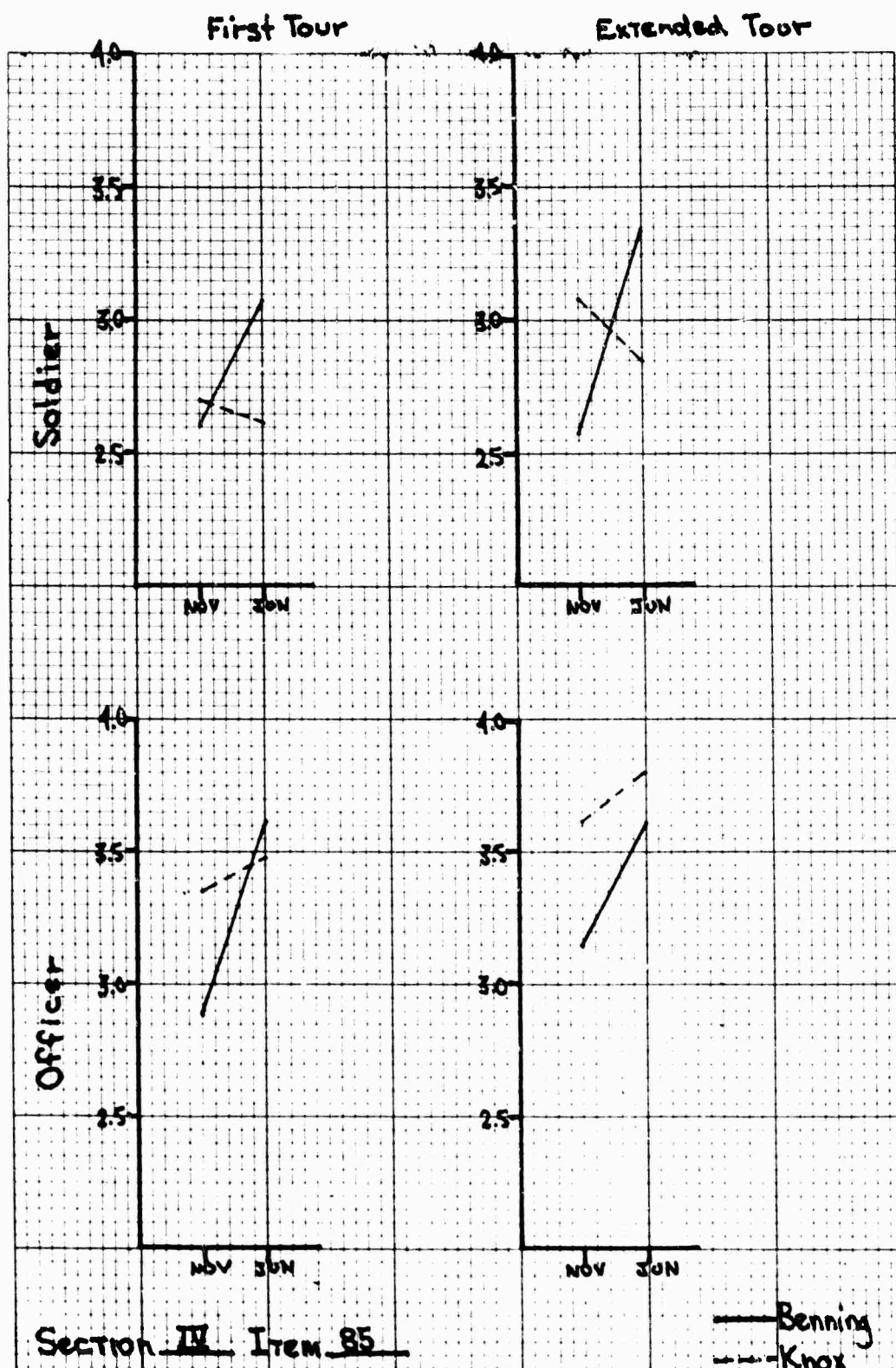
82. The availability of guest house facilities for guests of servicemen.



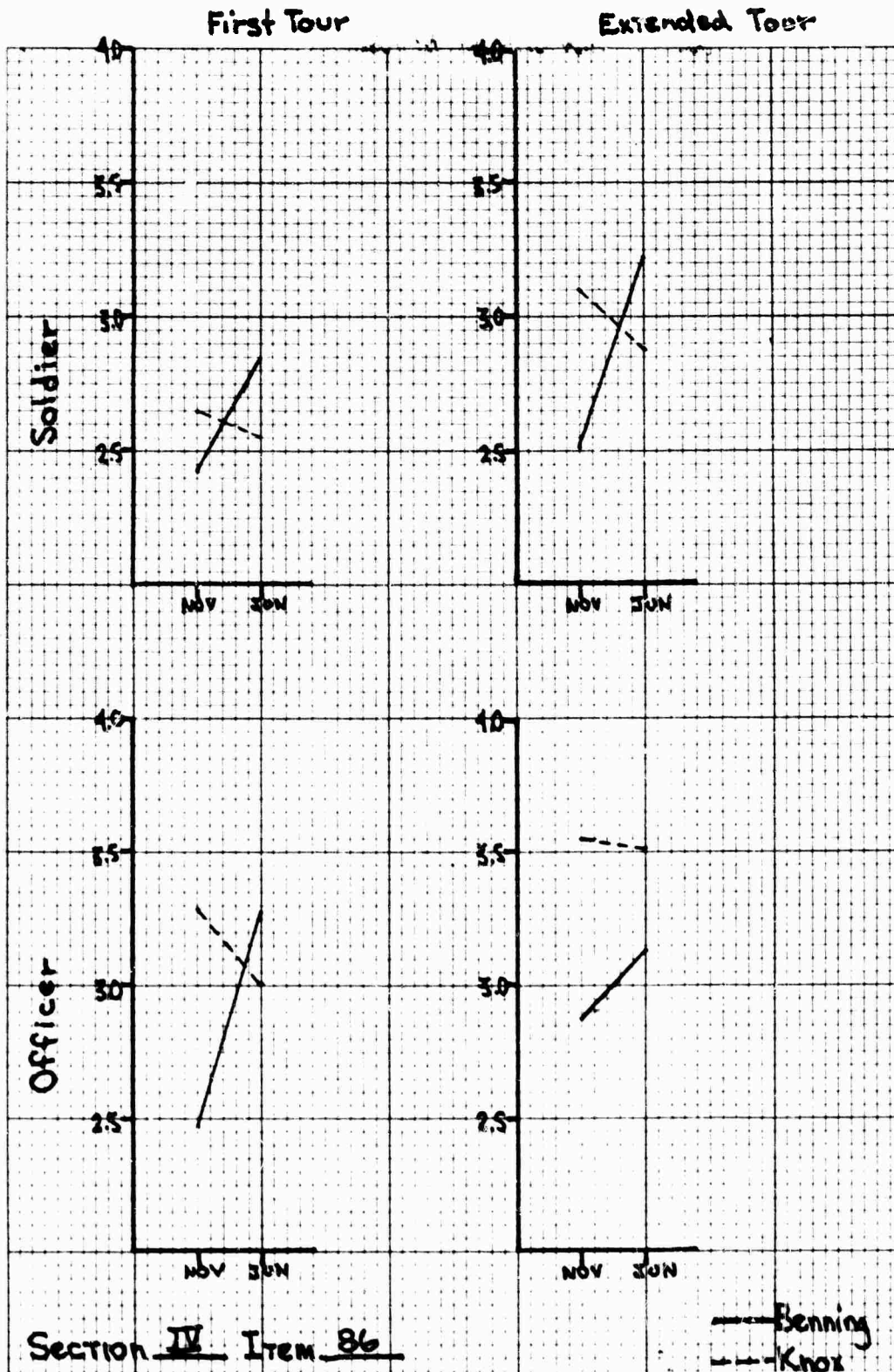
83. The availability of fabrics and sewing supplies at the PX.



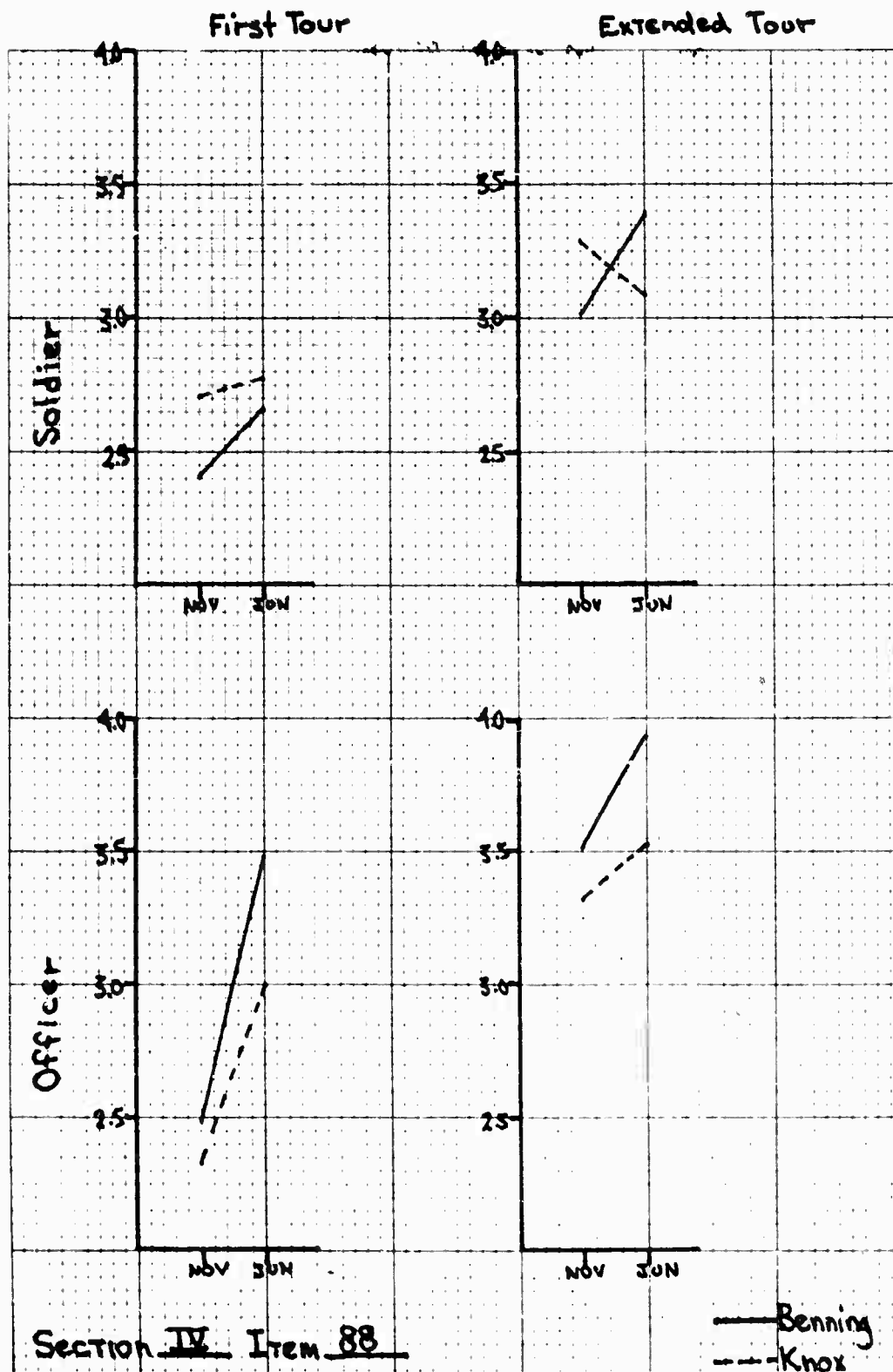
85. Inprocessing procedures.



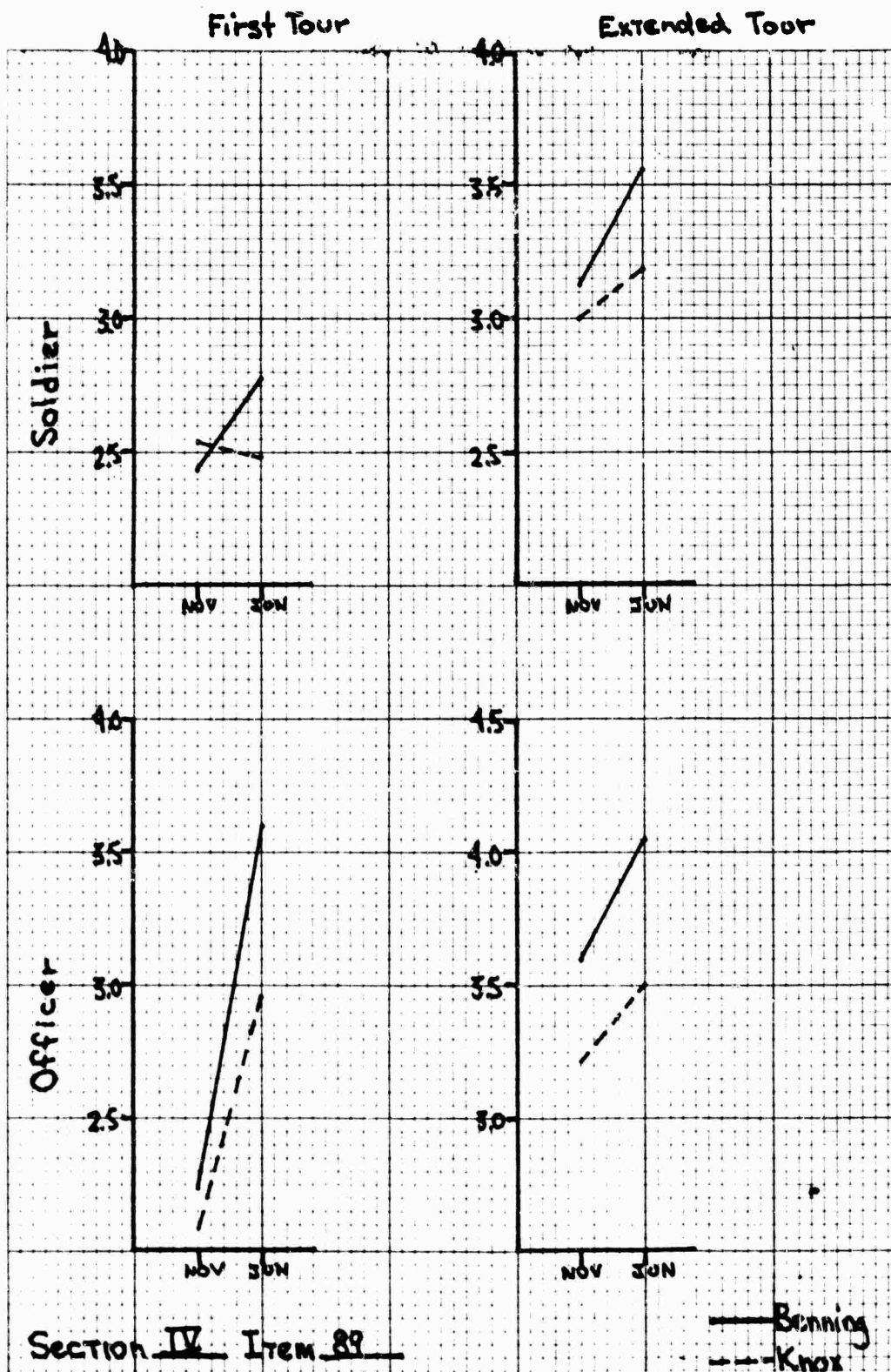
86. Outprocessing procedures.



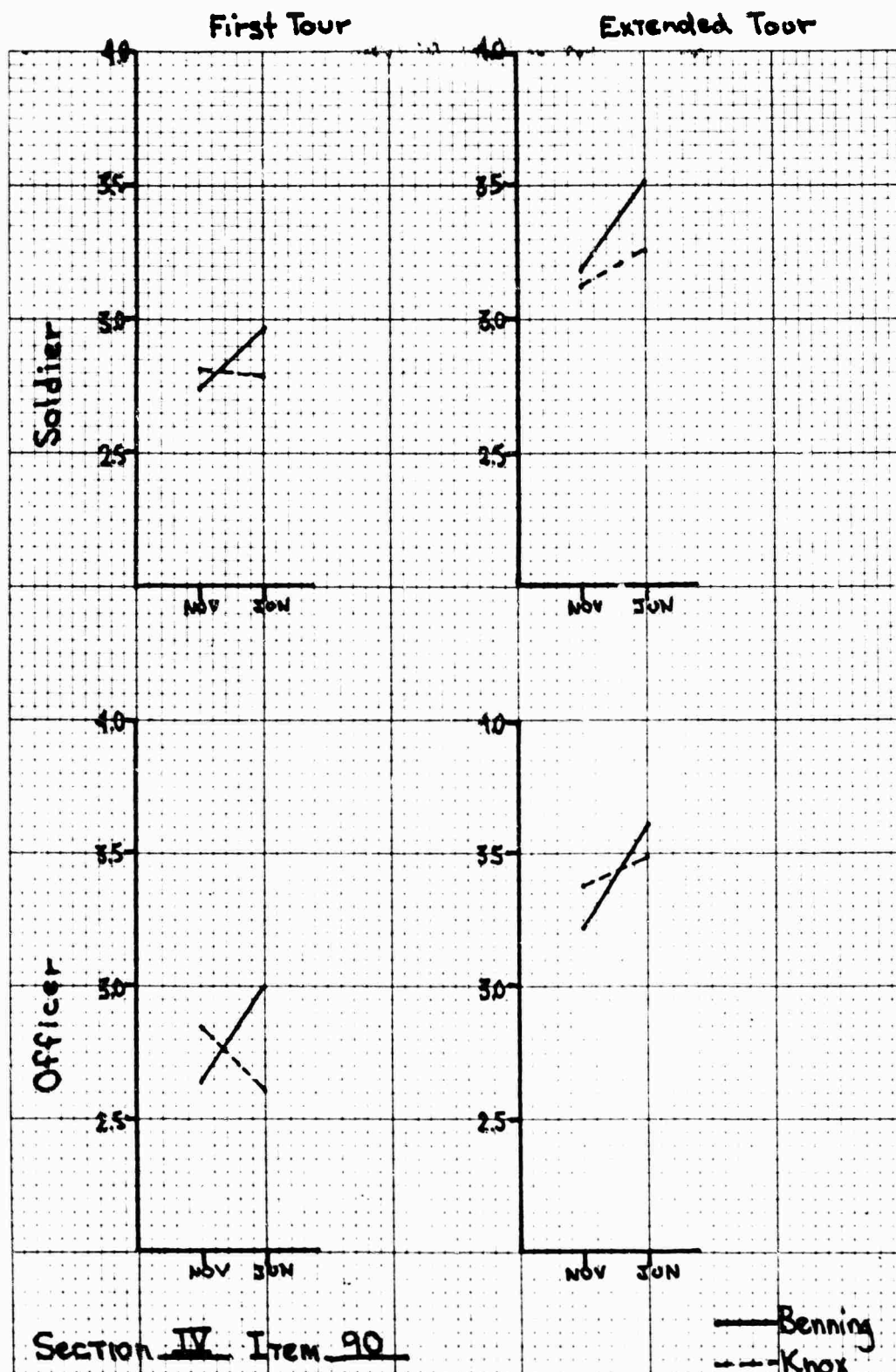
88. The scheduling of classes on the day following night problems.



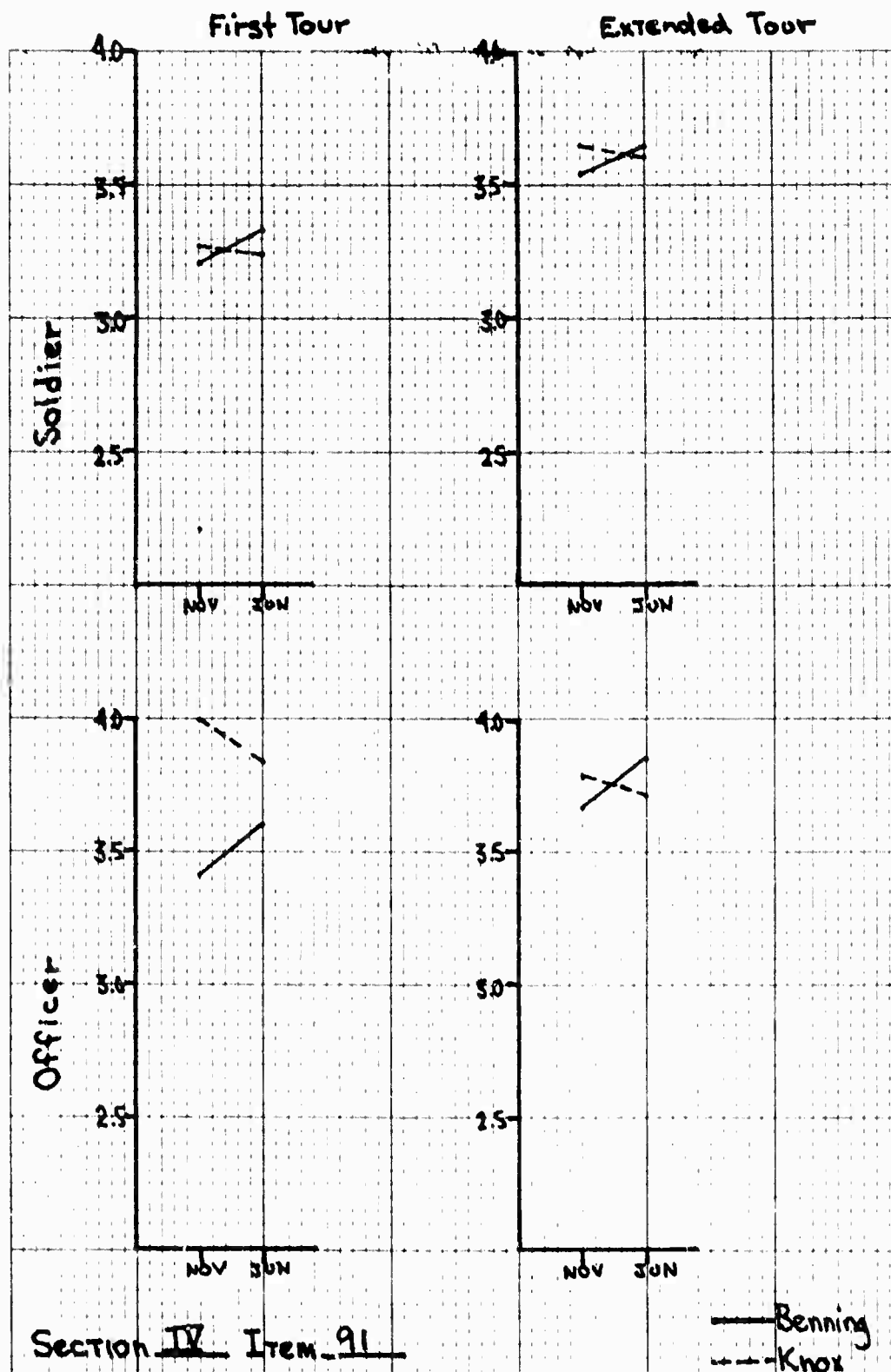
89. The availability of "open time" during training to take care of personal affairs.



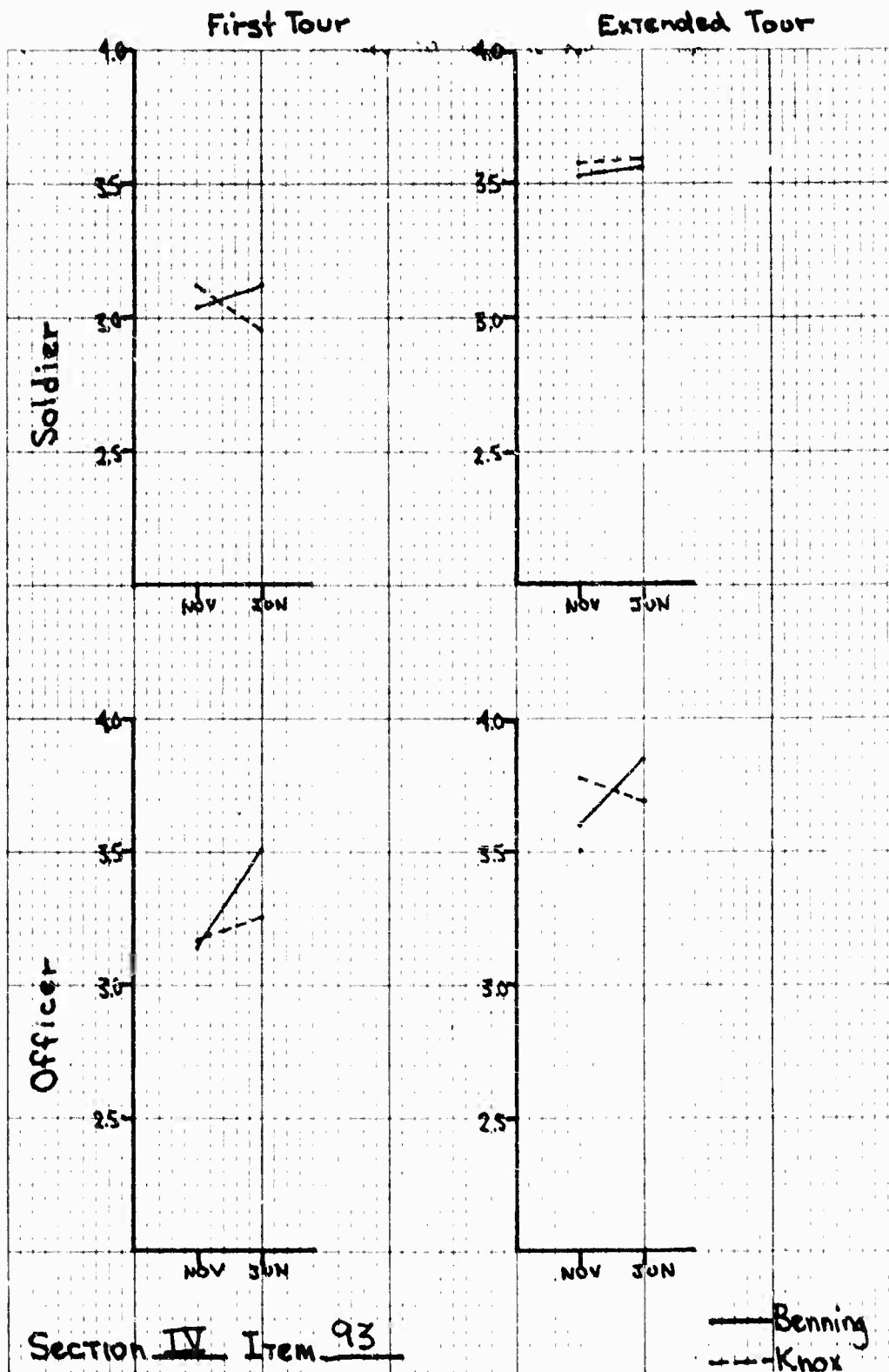
90. The reporting time for support troops and information about the nature of the training they are supporting.



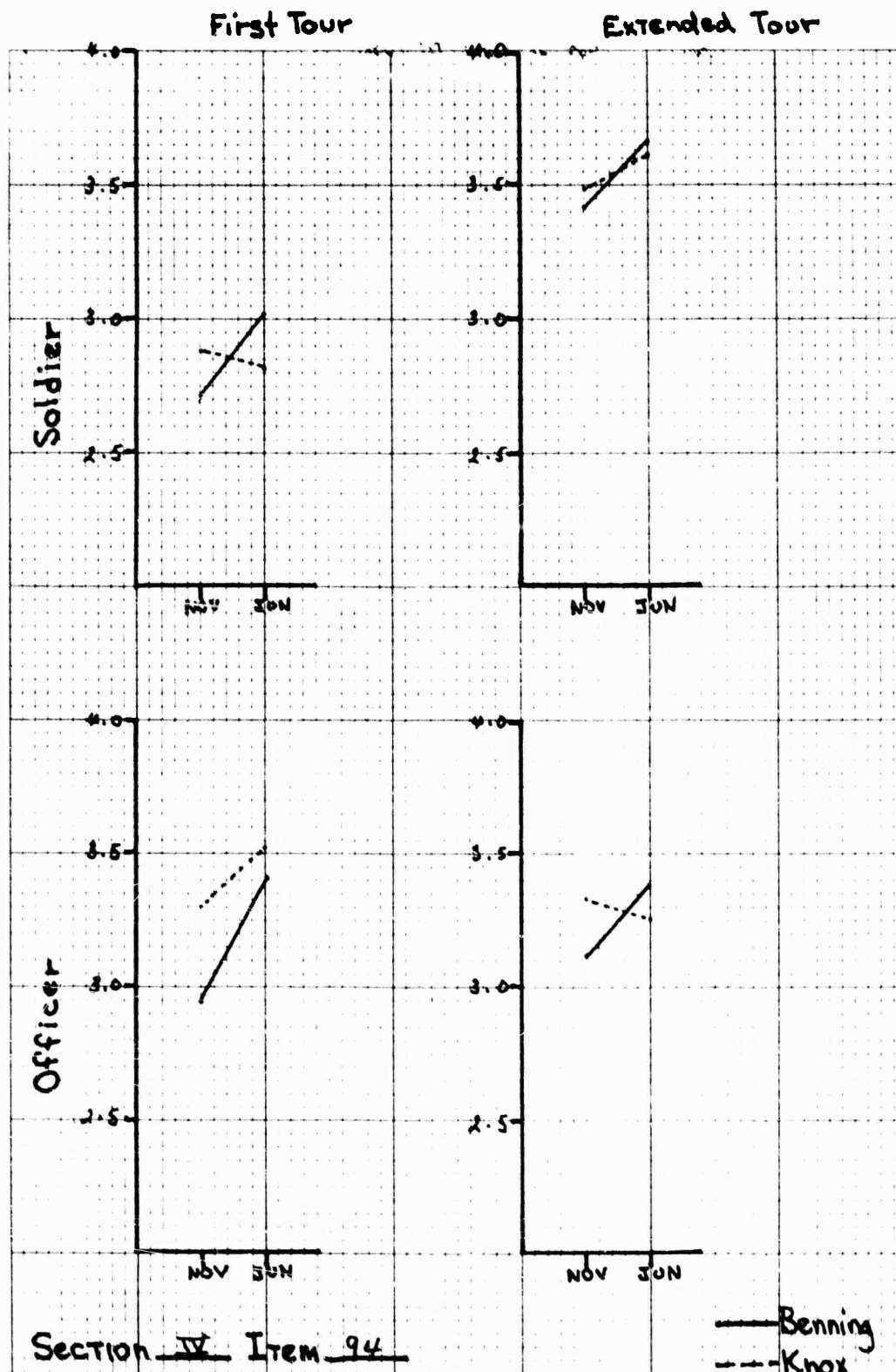
91. Instruction by small group, practical work, hands-on training,
and accessible assistant instructors.



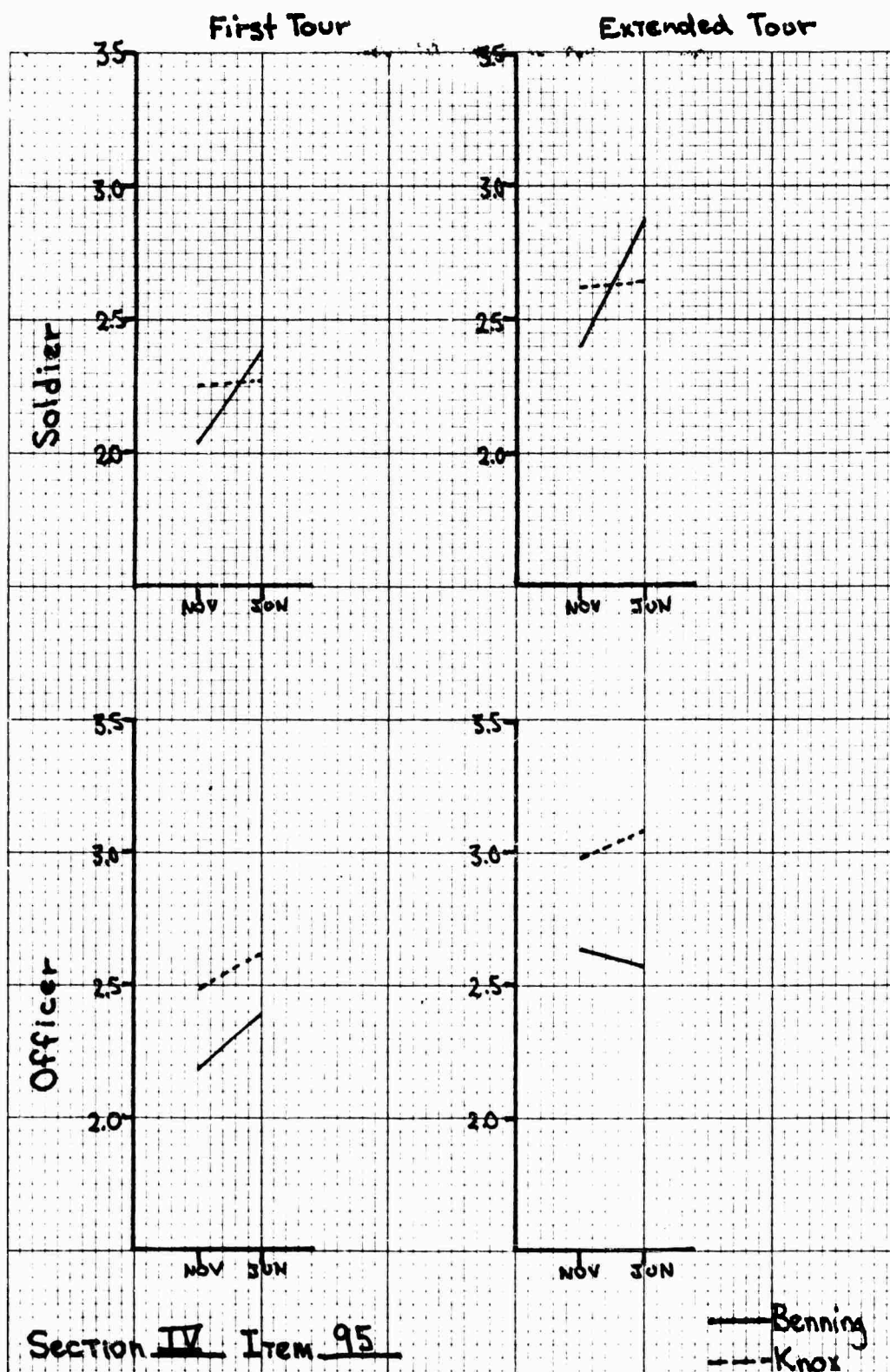
93. Student Interest and Involvement.



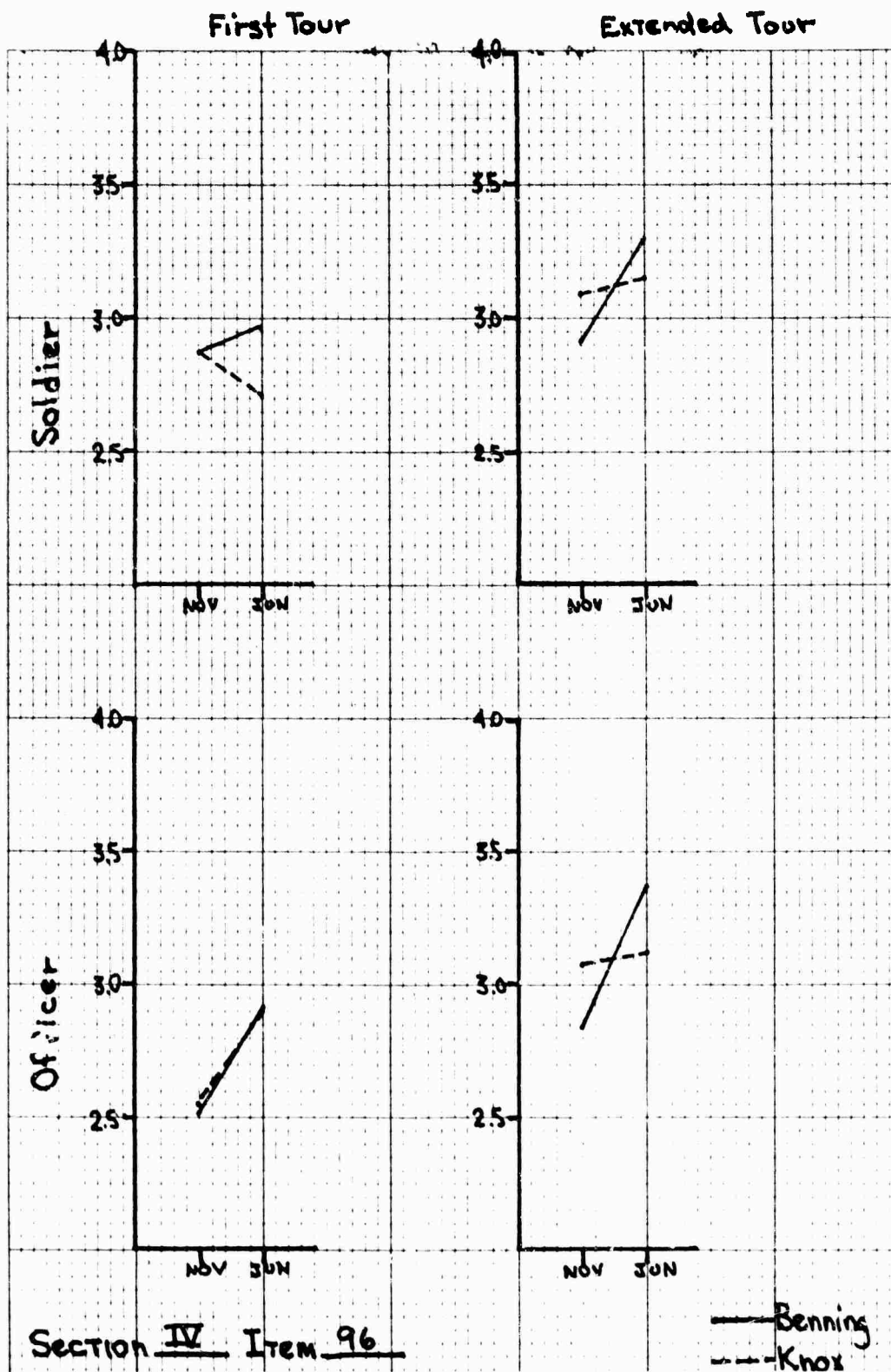
94. Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds.



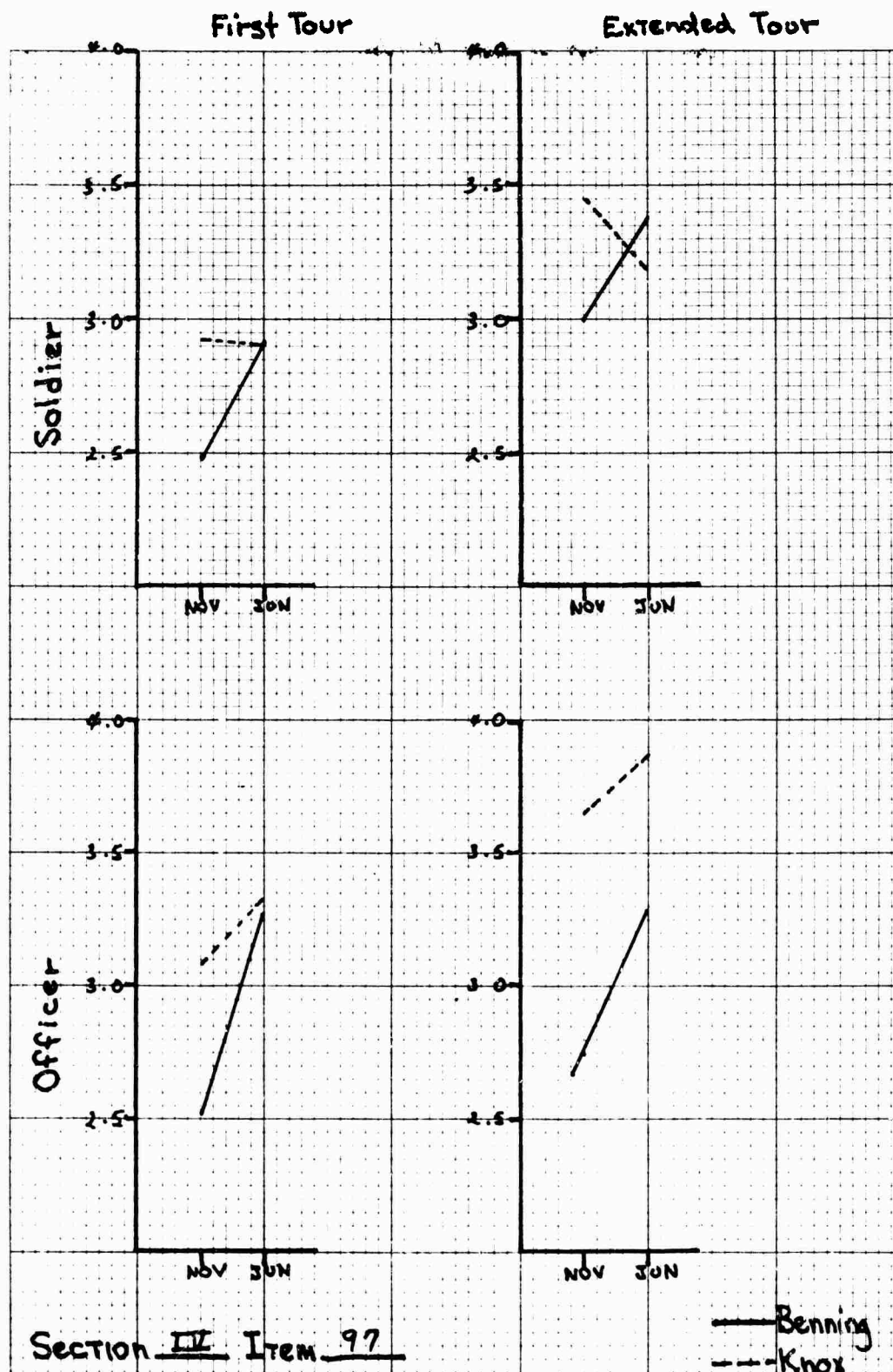
95. Information provided personnel prior to their arrival.

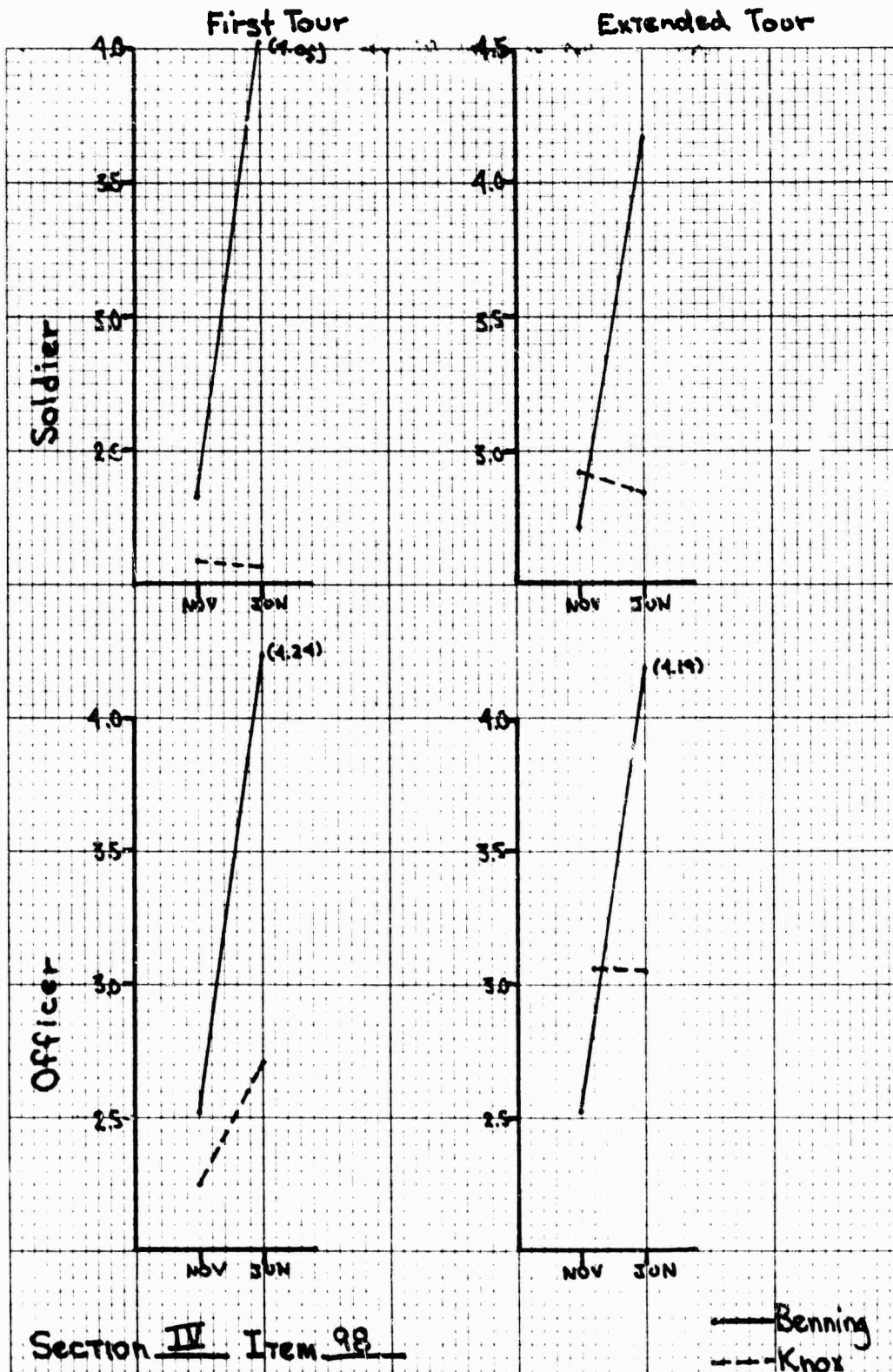


96. The assistance provided new officers in learning how to work with NCOs.

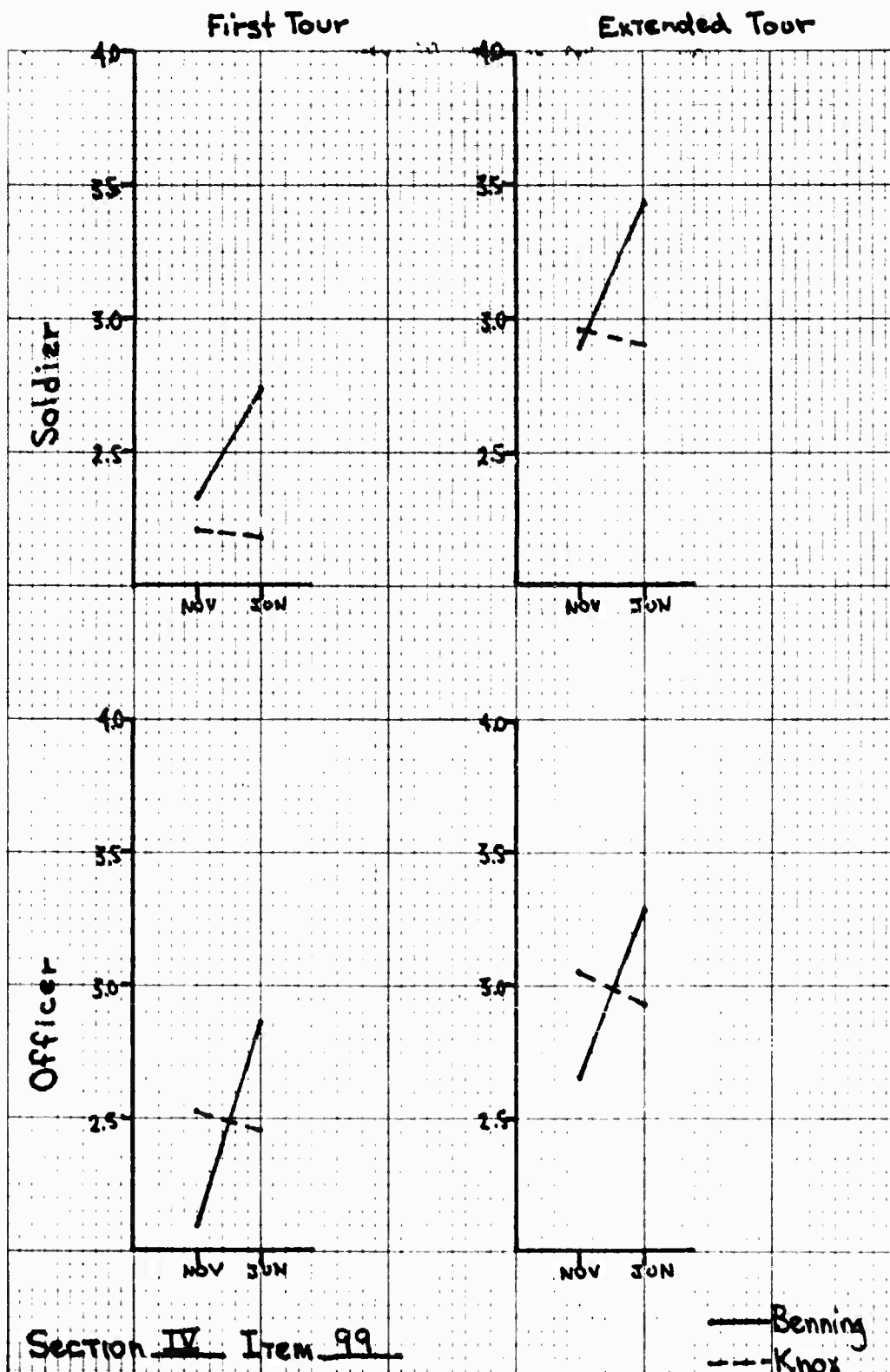


97. The welcome and orientation provided upon arrival at the Welcome Center.

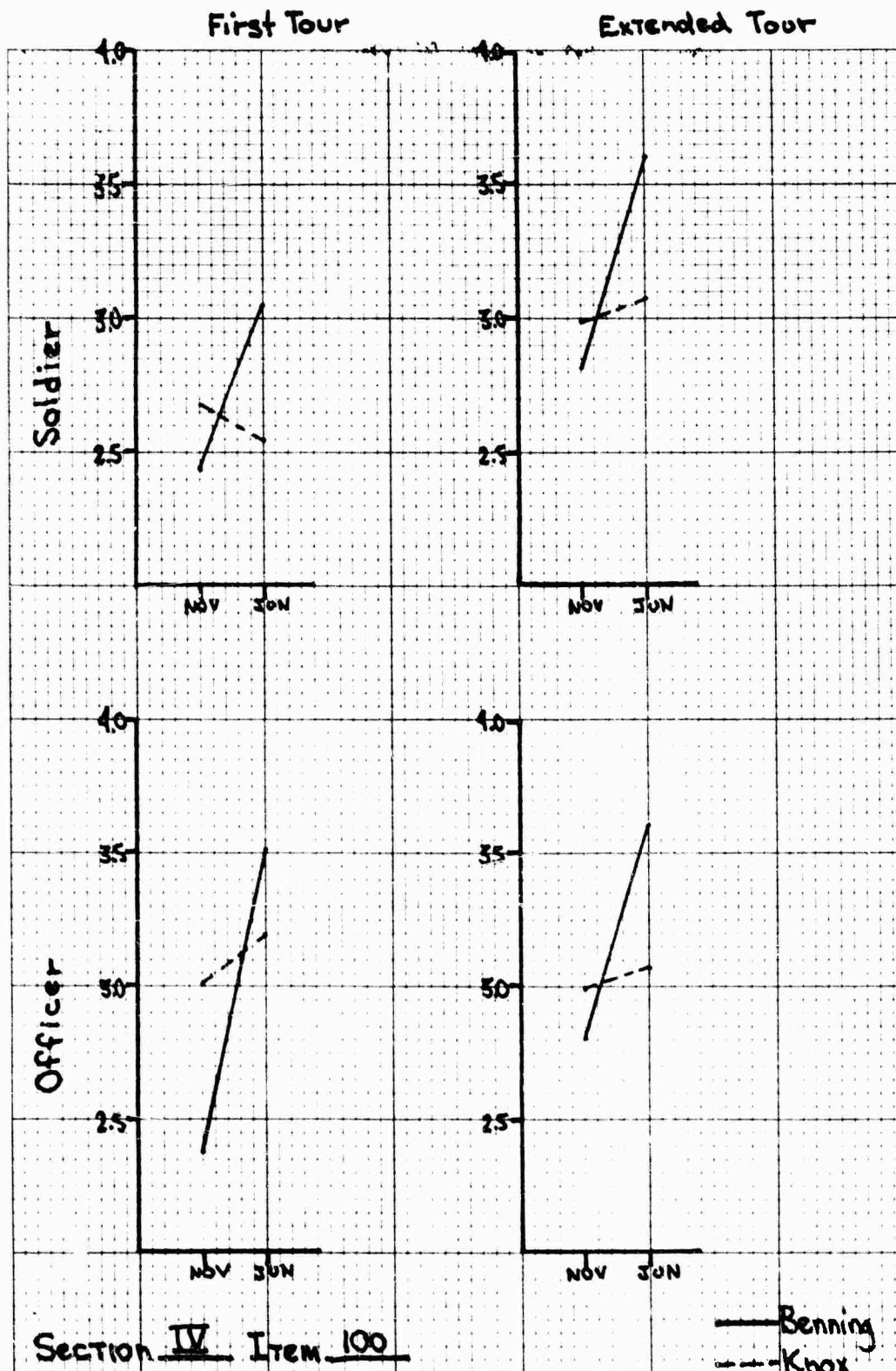




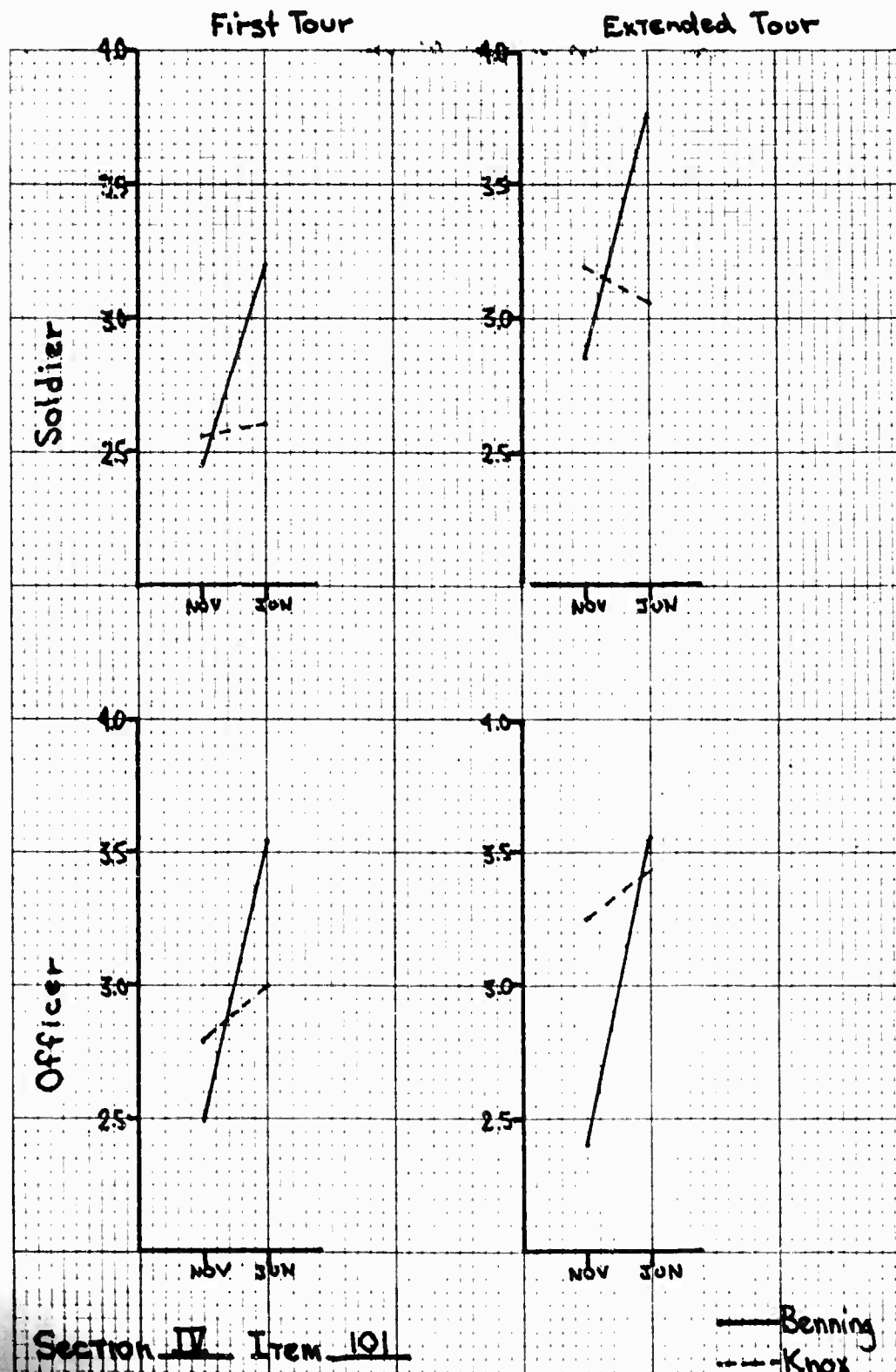
99. The frequency of performing menial tasks not related to primary duty.



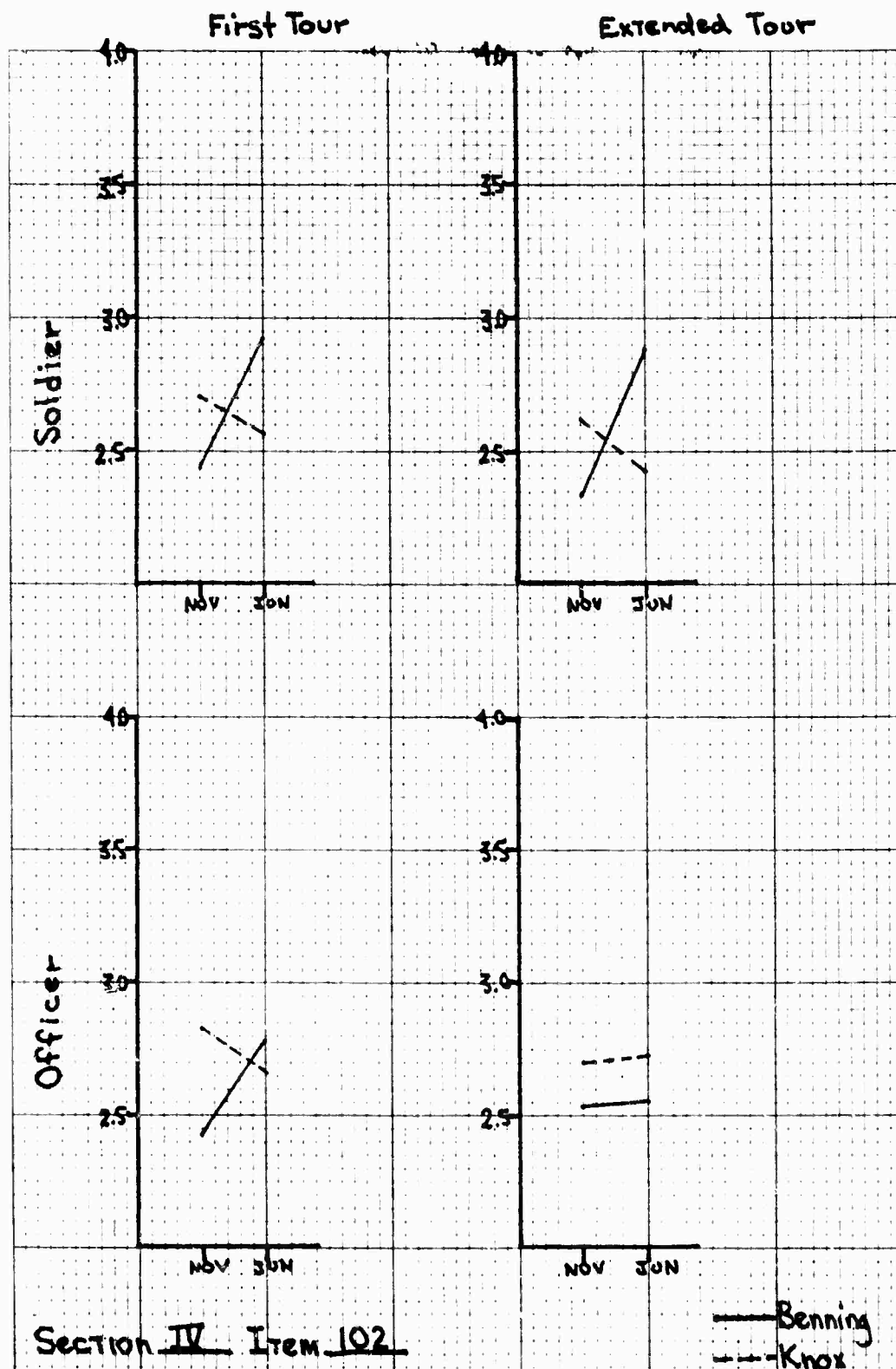
100. The frequency with which military personnel are required to cut grass and police the post.



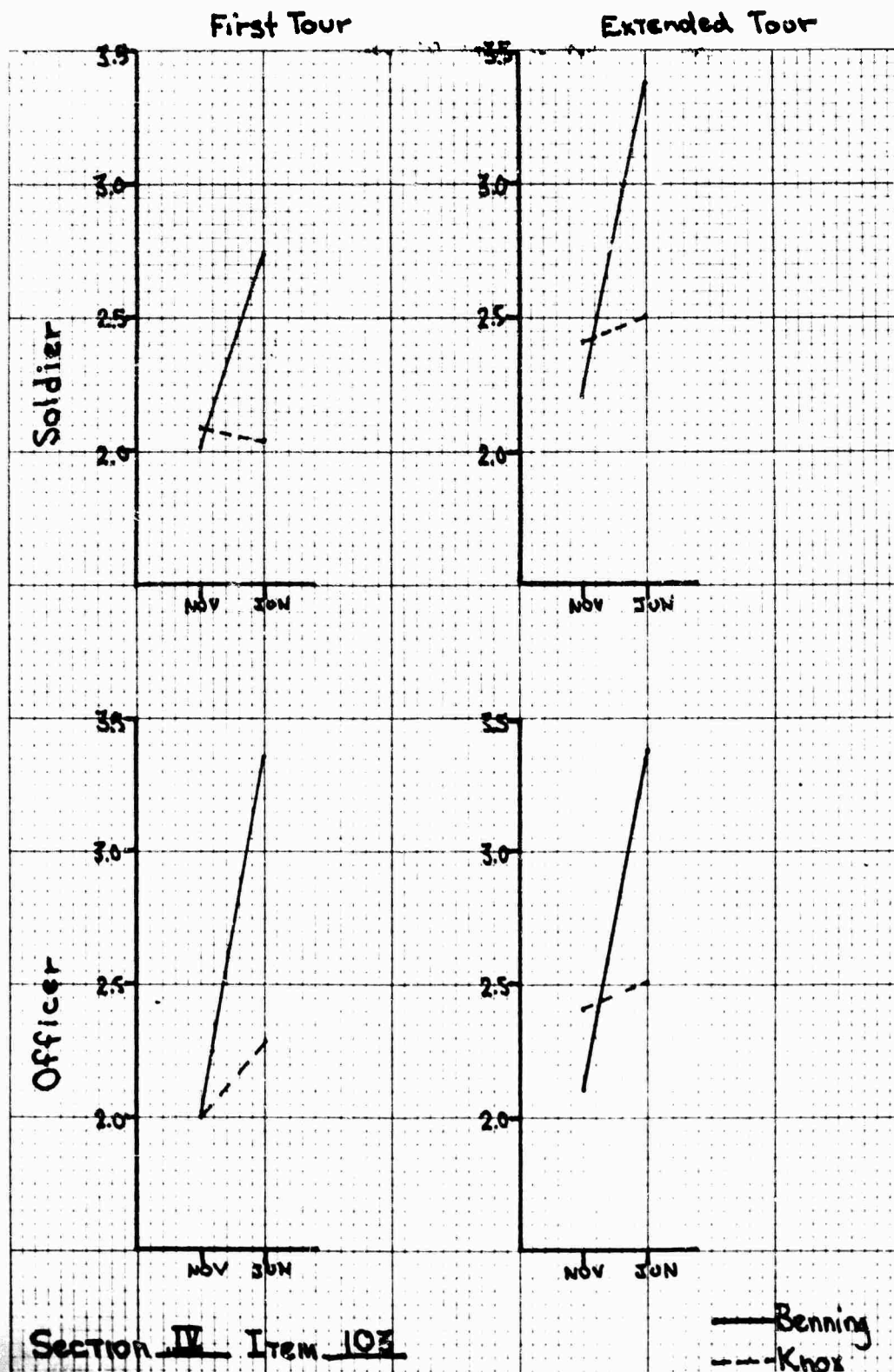
101. The frequency with which military personnel are required to perform refuse and garbage pick-up details.

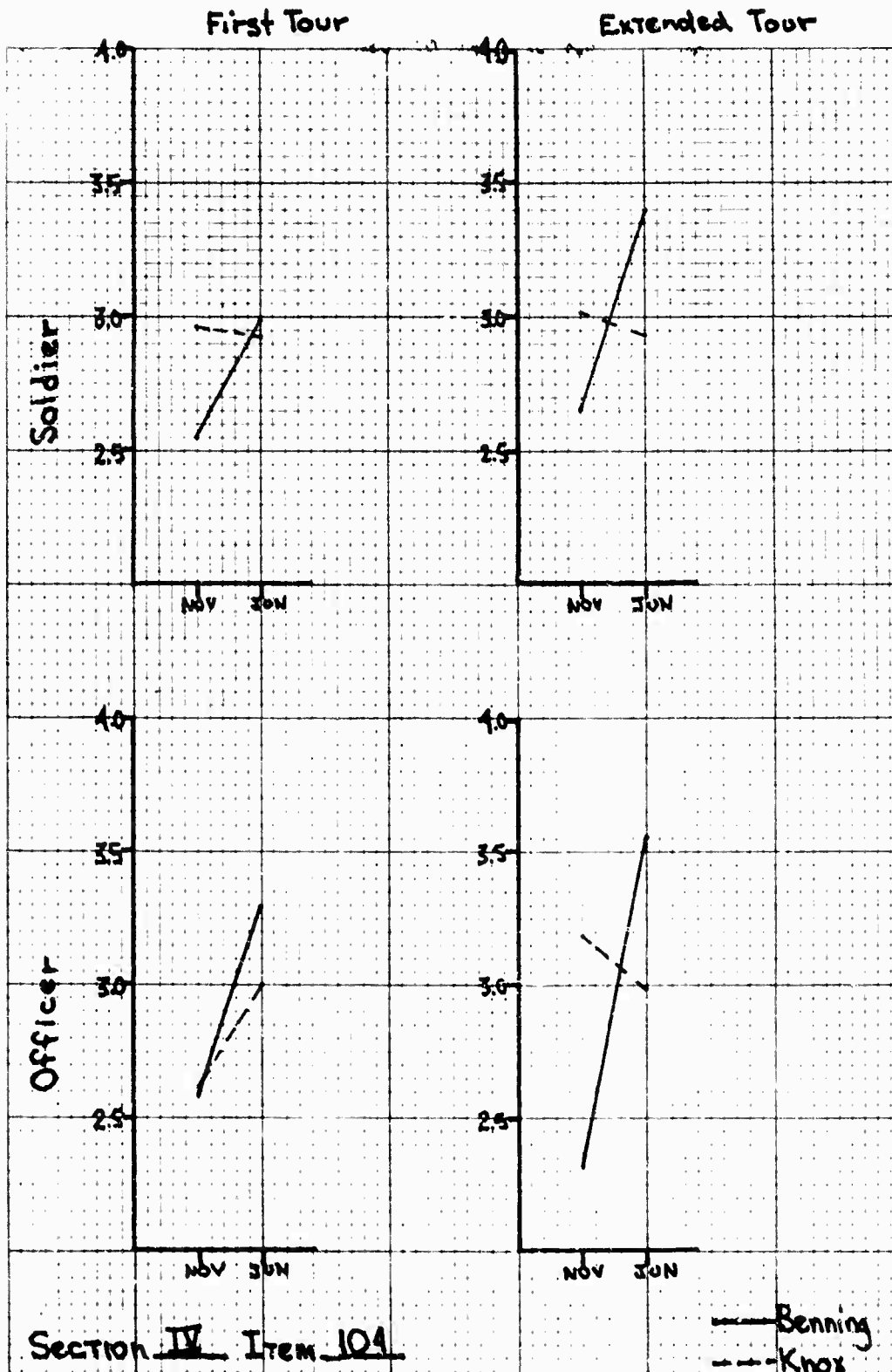


102. The maintenance and repair of troop billets and family quarters.

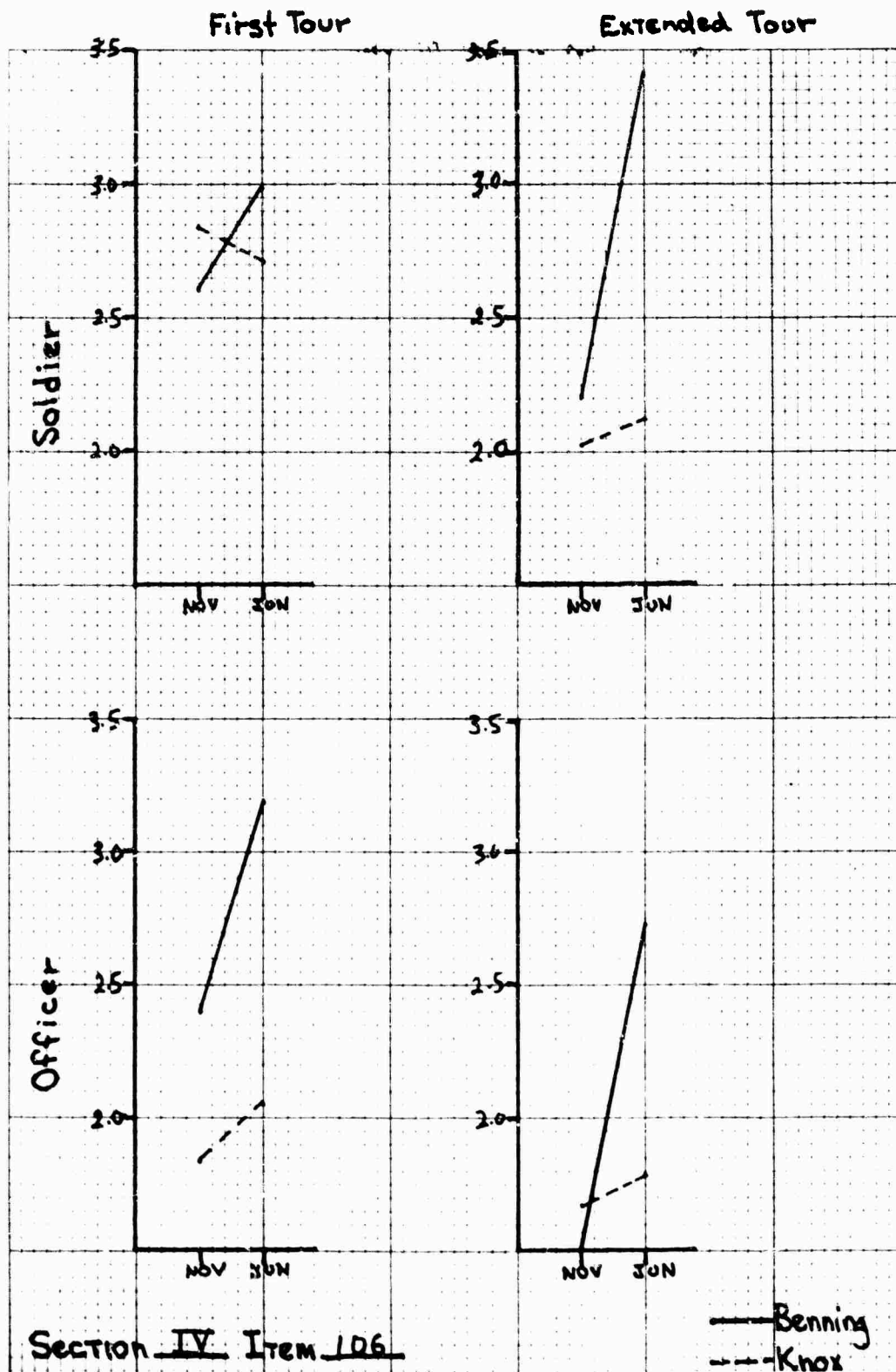


103. Privacy and individuality in troop barracks.

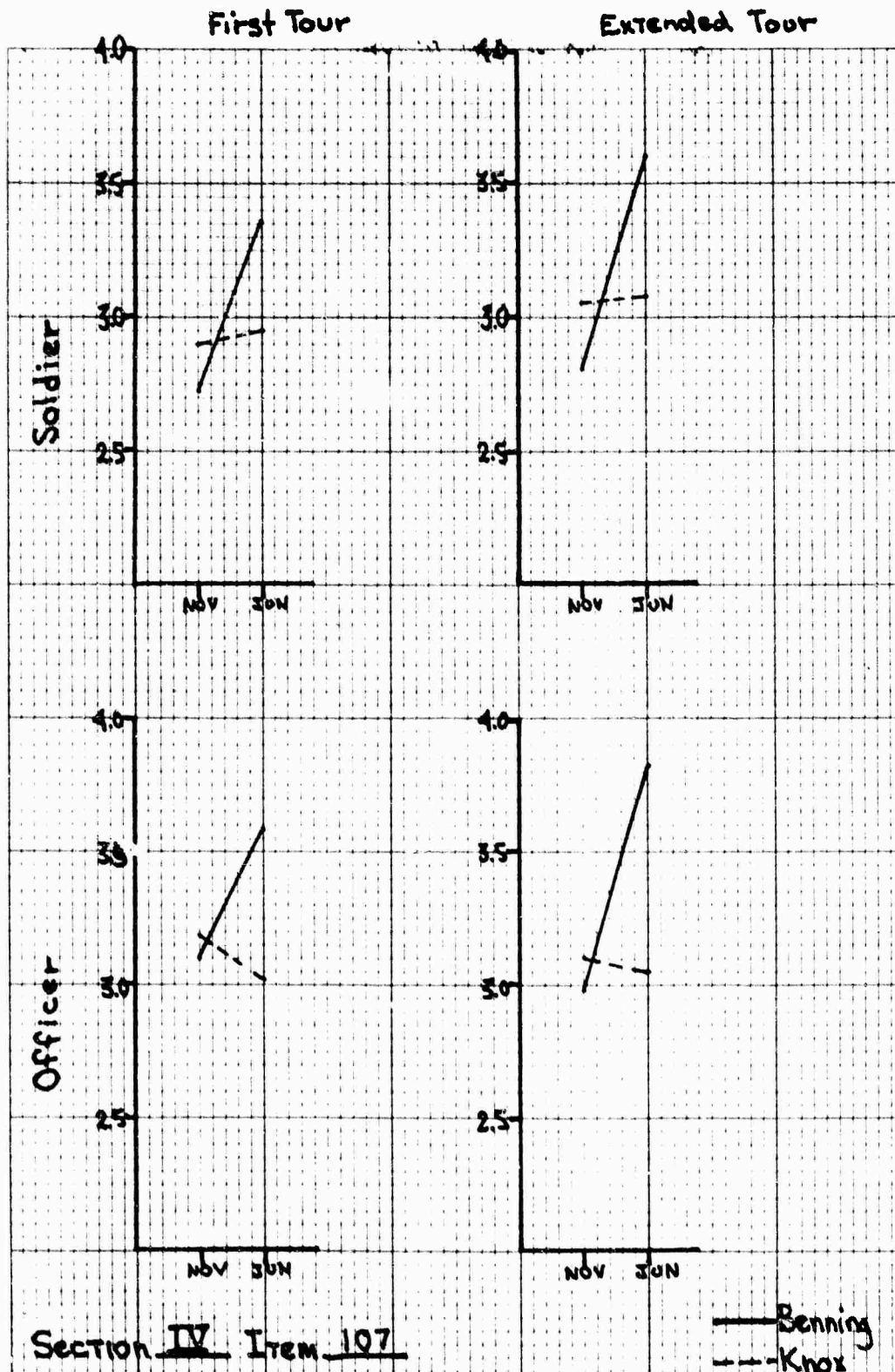




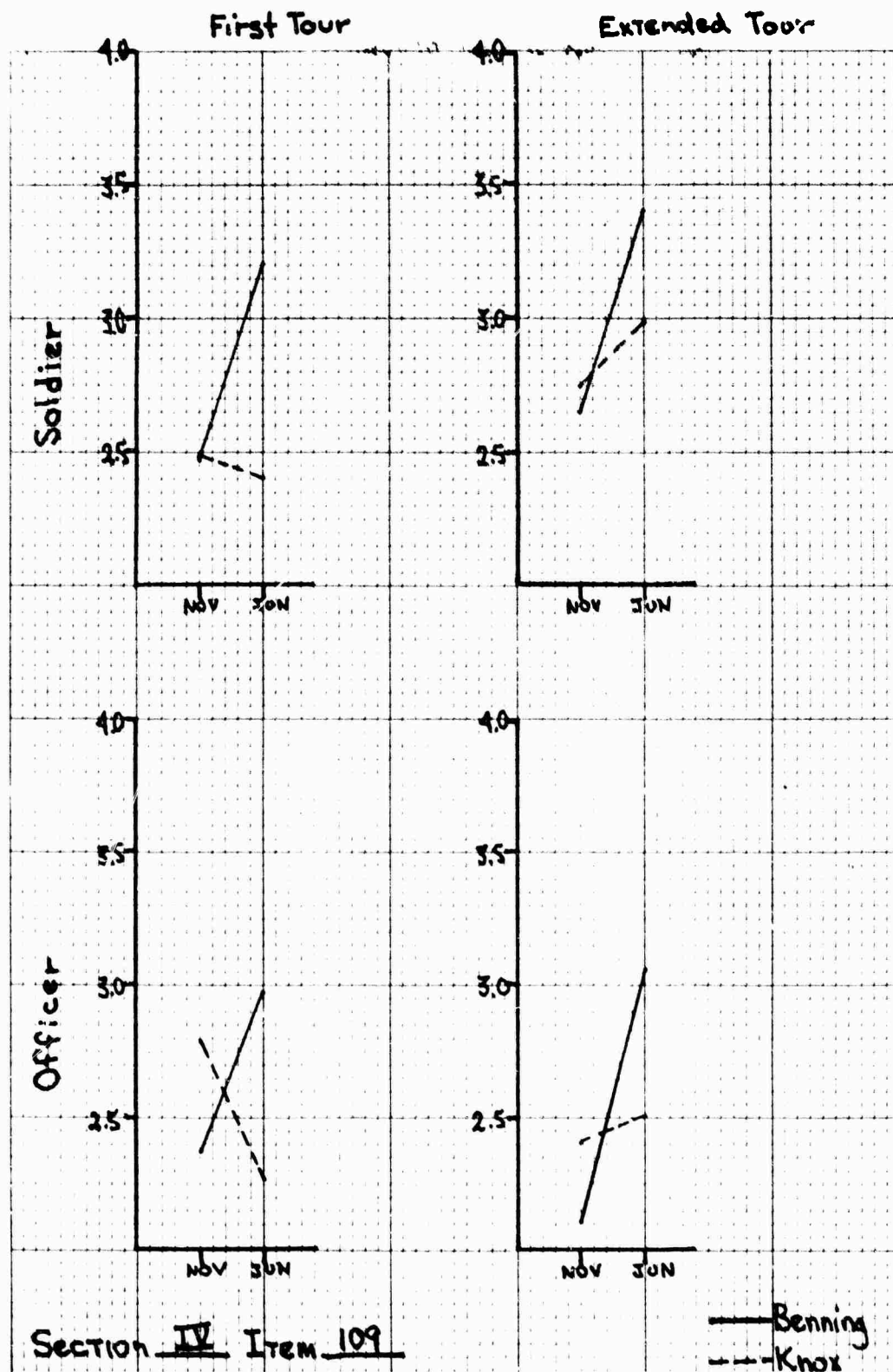
106. Costs associated with clearing quarters.



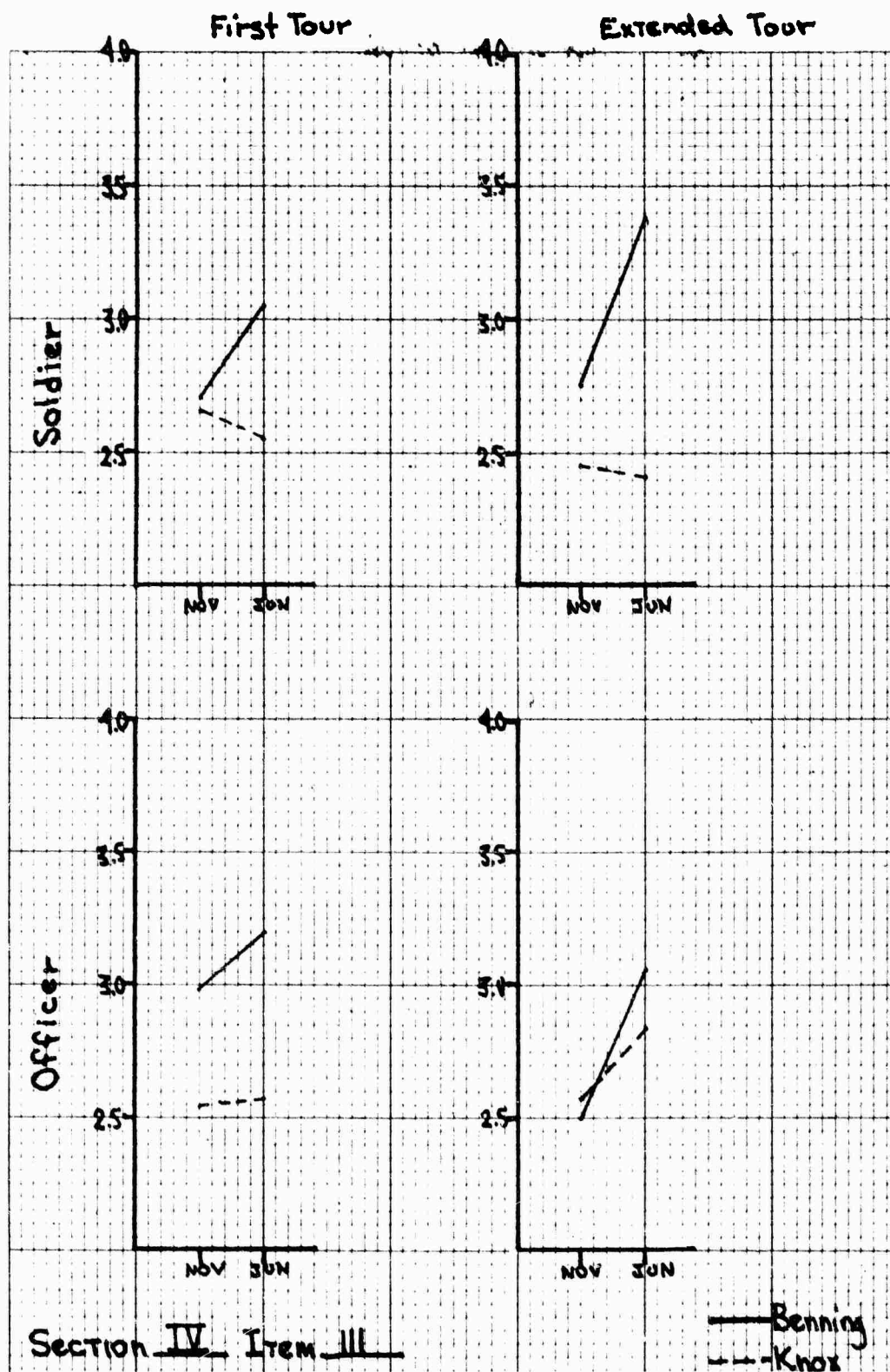
107. Transportation to and from the local community.



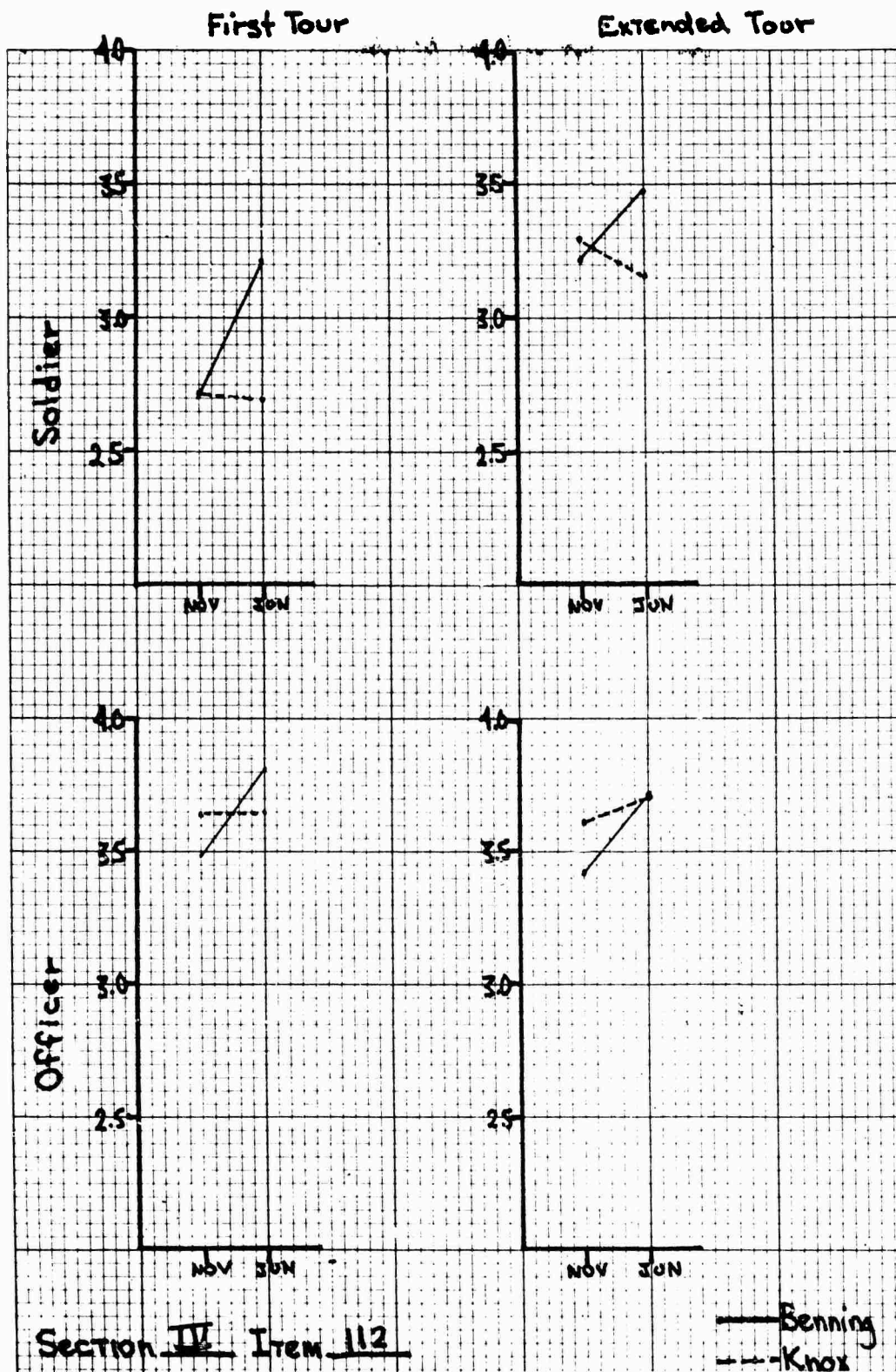
109. Military nightclub facilities for servicemen, E-1 through E-4.



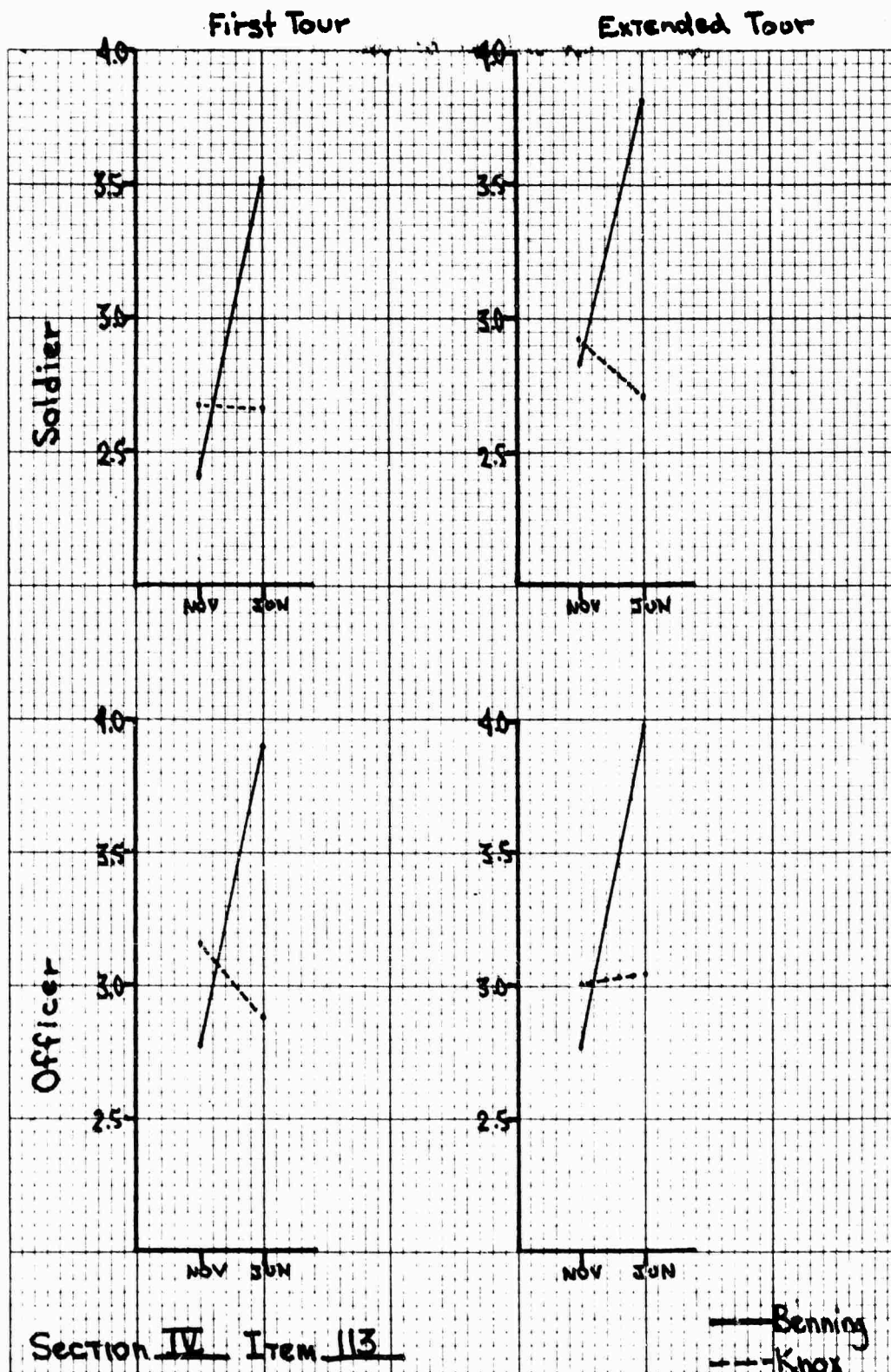
111. The motel facilities for housing families awaiting or clearing quarters.



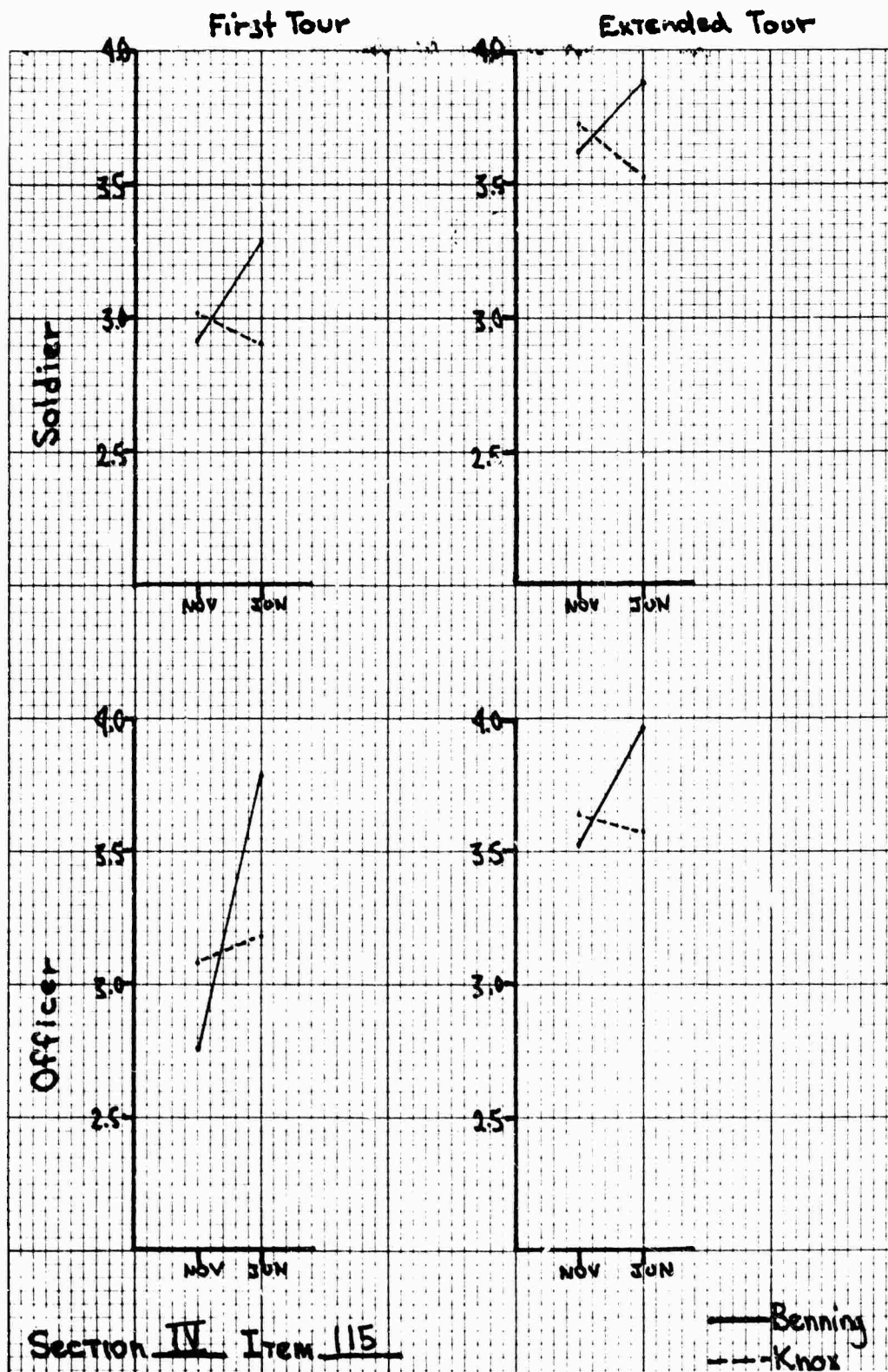
112. Check-cashing procedures.



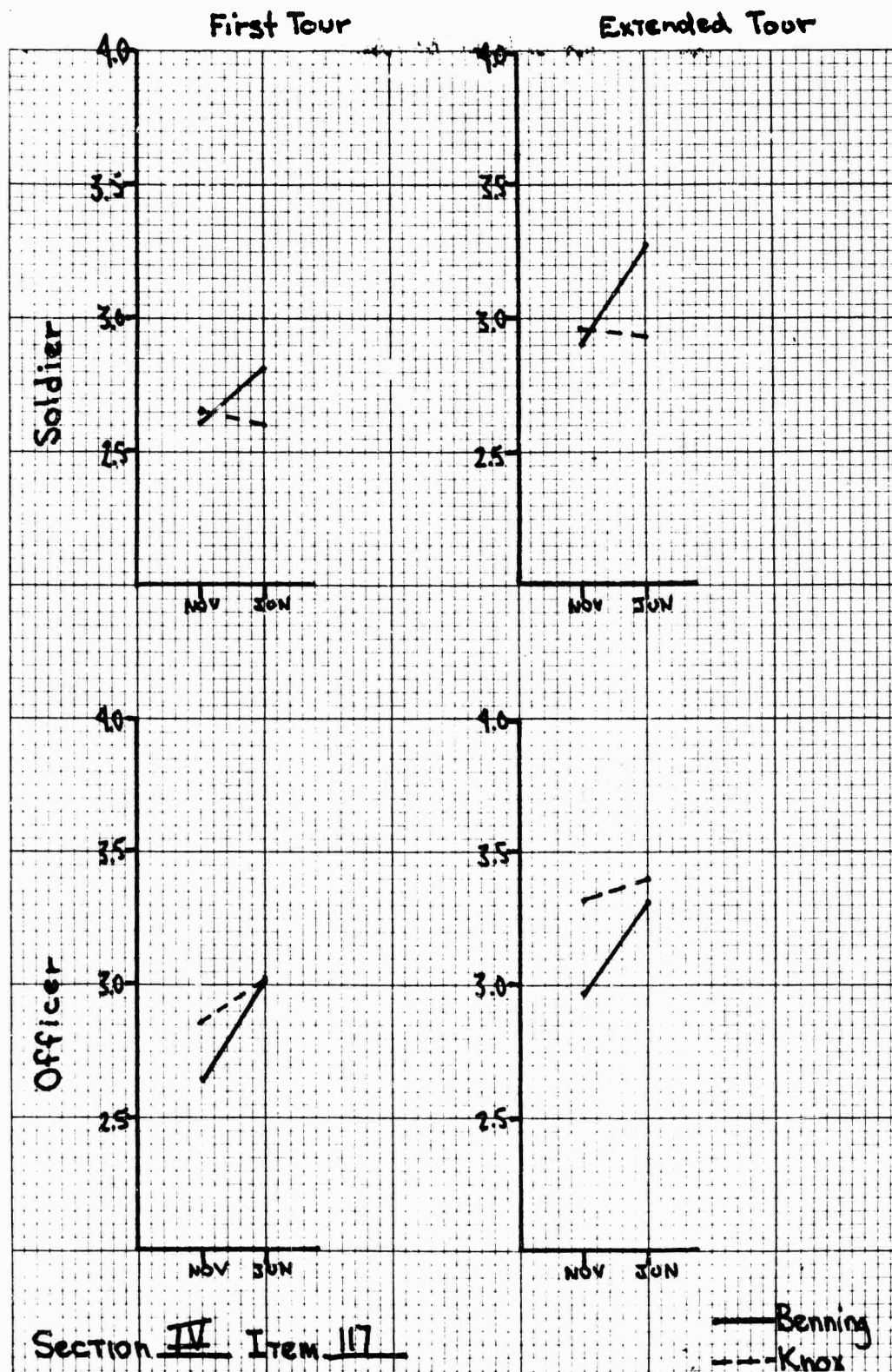
113. Transportation to recreation facilities within a 200-mile radius of this installation.



115. The operating hours of the Quartermaster Clothing Sales Store.

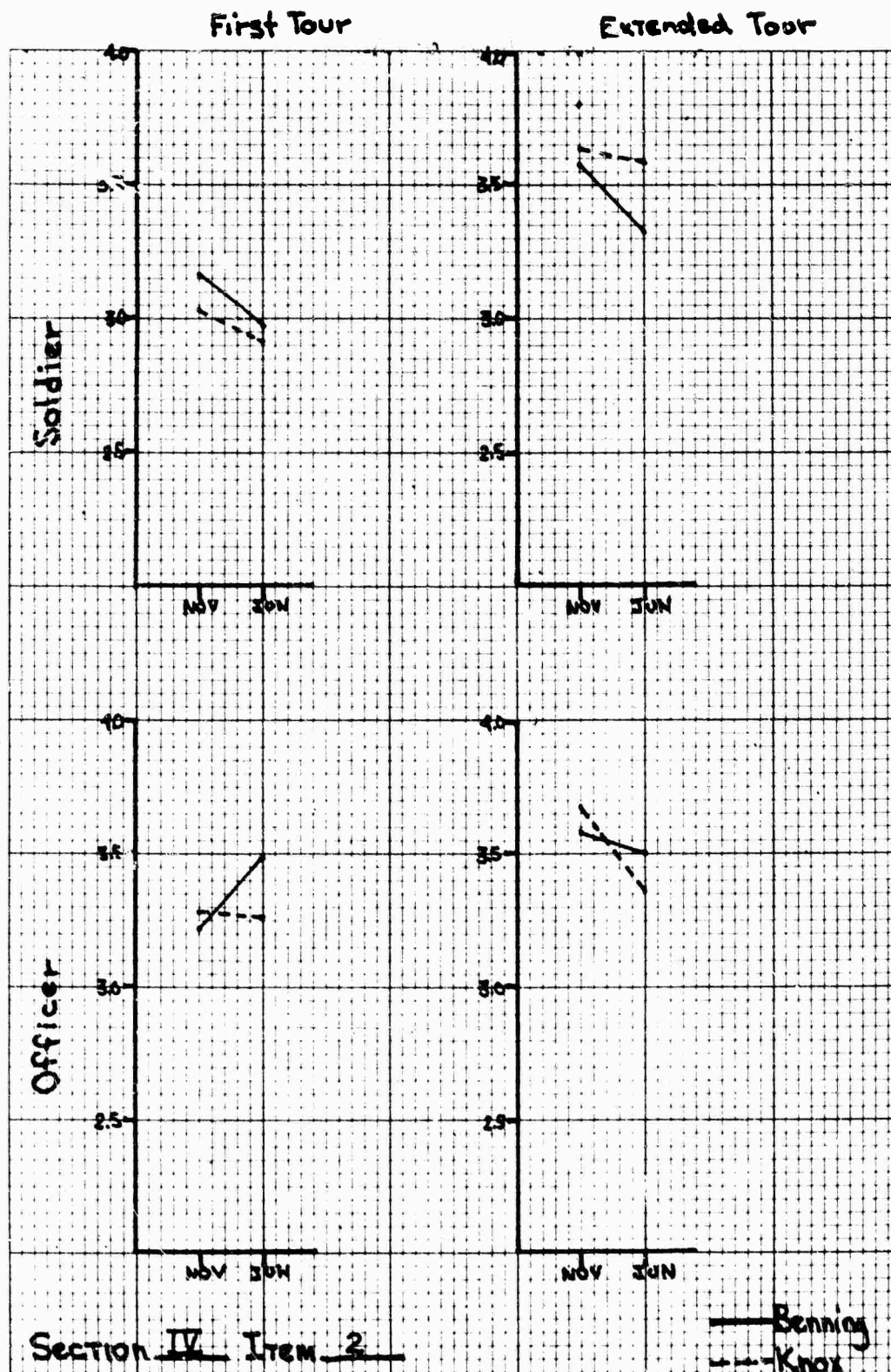


117. The merit award system for recognizing outstanding soldiers.

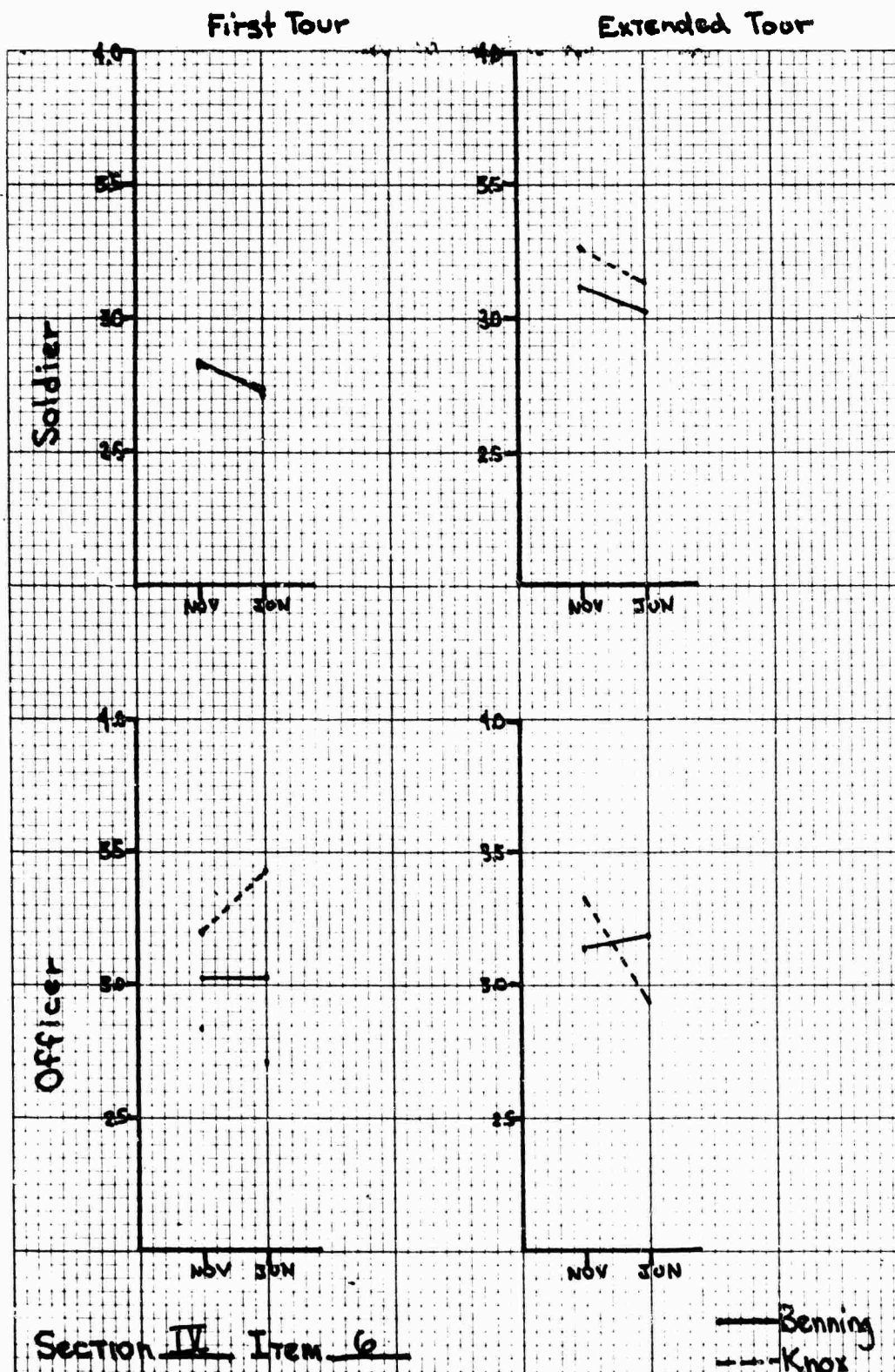


APPENDIX B

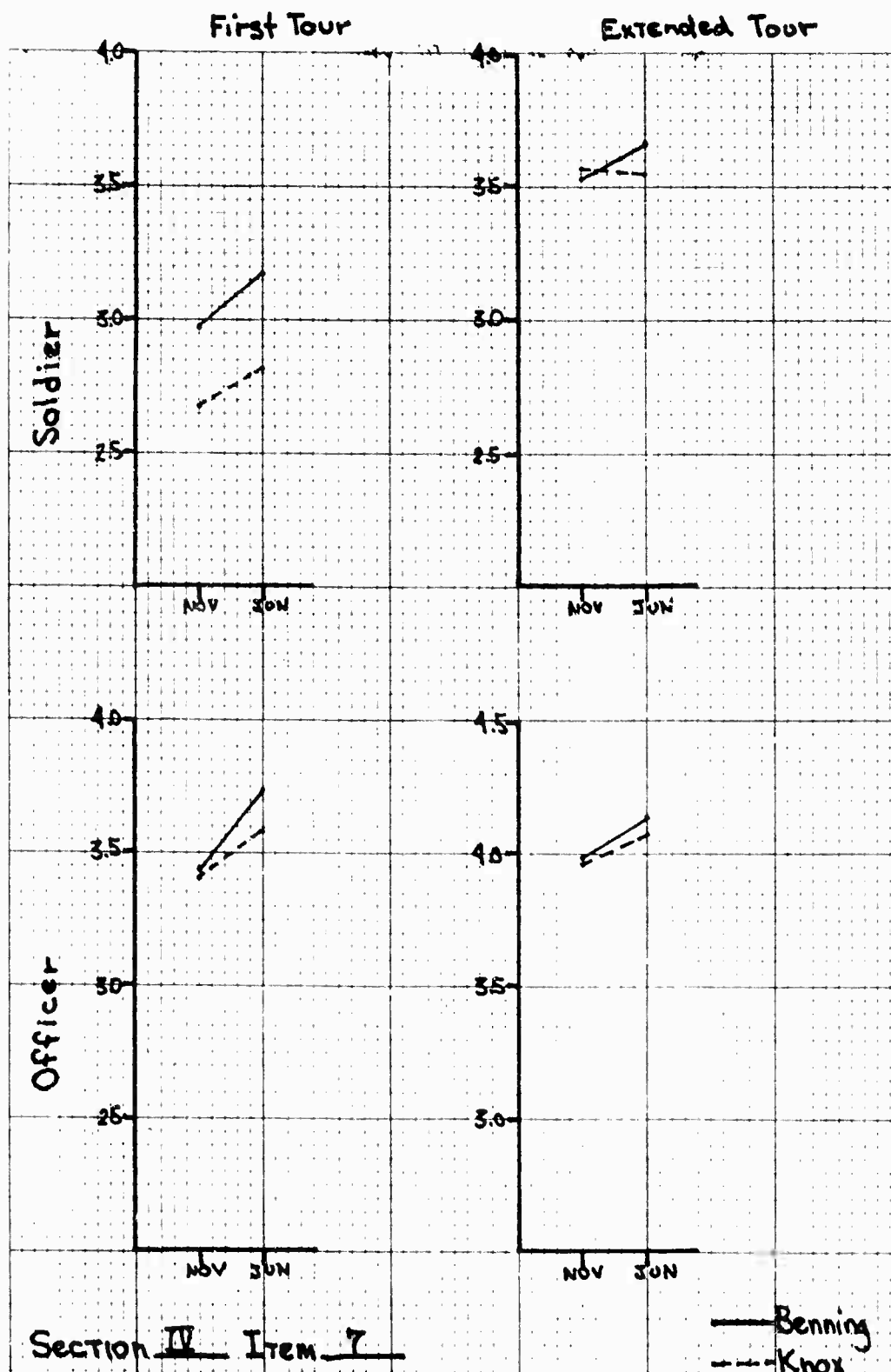
2. The handling of student affairs.



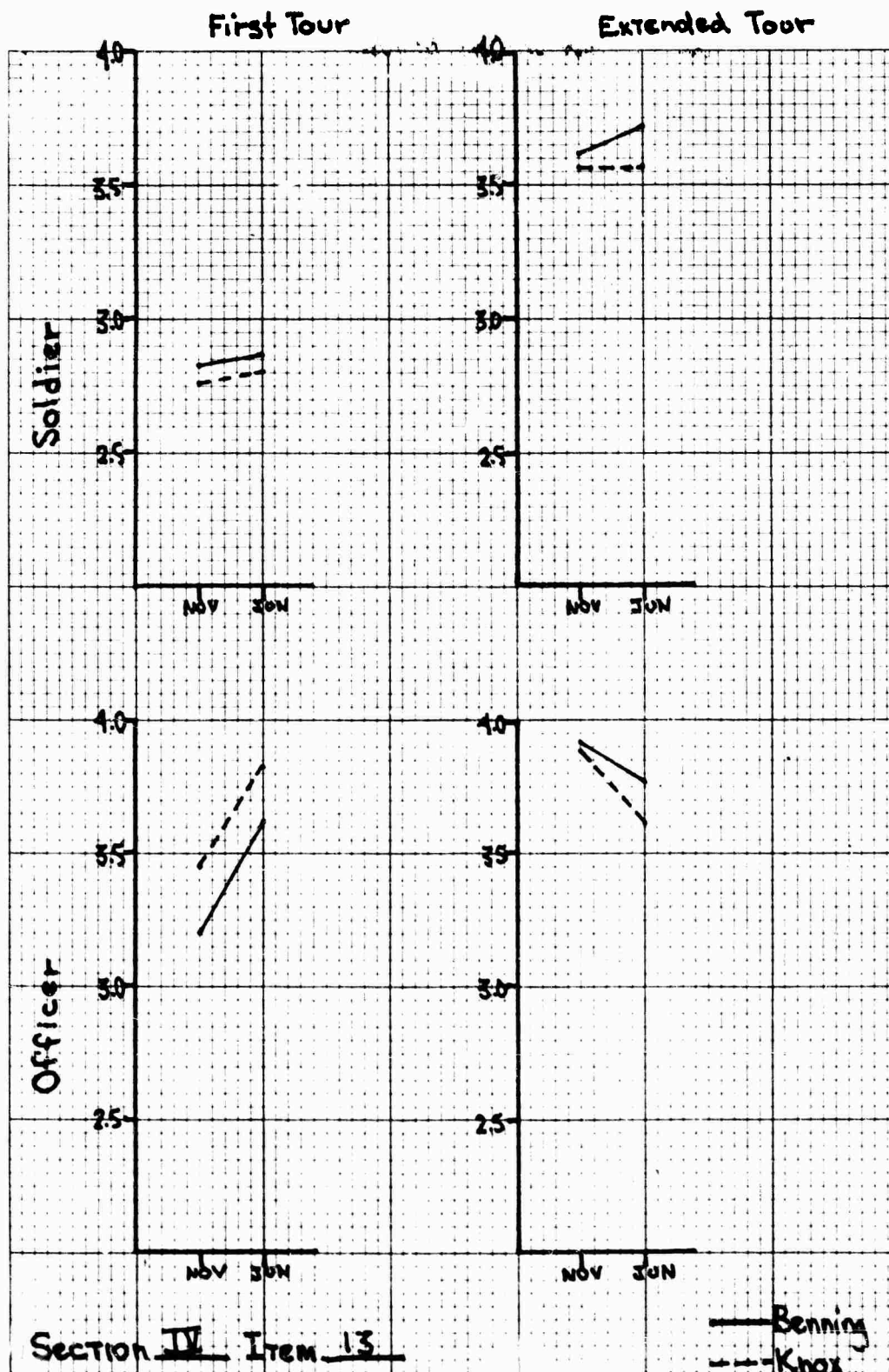
6. The establishment of realistic suspense dates.



7. The number of times I have received Saturday, Sunday,
or holiday duty assignments.



13. My commander's explanations of the "reason why" certain tasks should be done in a particular way.



TAB B

TAB B

ANALYSIS OF MORALE INDICATORS

1. Throughout the period of the 1971 MVA field experiment at Fort Benning a total of ten interim questionnaires were administered to maintain an updated status of various aspects of the program. Of particular interest while the program was in progress was the type of effect MVA might have upon discipline and good order. Two of the interim questionnaires were developed and administered to obtain individual opinions about various aspects of discipline. The analysis reports of these surveys versus morale indicators such as AWOL rates, Article 15 rates, court-martial rates, etc., has presented a complex picture. On the average first term soldiers feel that discipline at Fort Benning is at present good and has tended to become better due to the MVA innovations. In contrast the NCO groups mainly and, to a lesser extent, the officer groups indicate that discipline has deteriorated on the average and a substantial number attributed this perceived deterioration to MVA related causes. Another group hold the opinion that discipline problems were the result of conditions existing Army-wide rather than any specific conditions that are isolated at Fort Benning or results of MVA changes. In contrast and to further complicate the total picture of discipline the attached statistical indicators lend no support to this subsection that discipline has suffered during this period. Such indices as AWOL rates, Article 15 rates, court-martial rates, Congressional inquiries, and Provost Marshal activities have either improved or remained stable over the first six months of 1971.

2. Attached are line-graph representations of statistical indicators covering an 18-month period from January 1970 through June 1971. Extreme caution should be exercised in the interpretation of these indicators. The comparison data for each of these indicators except for Provost Marshal incidents pertains to Fort Knox, Kentucky. Fort Knox, although similar in some aspects to Fort Benning in organization and mission, is not an identical post. Thus the observable differences in the various indicators might be due to any number of mission-influencing factors not necessarily in existence at each of the two posts. Identical formulae were used in the computation of all rates, (e.g. the official reported strength figures were used as the denominator for each rate computation and the actual raw number of residents or actions for each monthly period served as the numerator).

a. In addition to the graphically portrayed Provost Marshal rates for Fort Benning (Appendix A-E) during the MVA Program the following raw data is of special interest.

(1) POV Accident Rates: Available statistics indicate a decline in fatal off-post traffic accidents during the period 1 January through 30 June. Minor traffic accidents occurring out of the Fort Benning area are not reported to this installation; therefore, an accurate impact which MVA has had in this area cannot be reflected. Fatal off-post accidents are as follows:

| | |
|-------------------------------------|----|
| 1 January through 30 June 1970..... | 14 |
| 1 January through 30 June 1971..... | 11 |

It would appear that MVA innovations have had no unfavorable effect on the Fort Benning POV accident rate.

(2) In addition to the graphically portrayed Provost Marshal rates, following are Provost Marshal figures regarding "crimes of violence and crimes against property." These are raw figures of Army personnel identified as follows:

| | |
|-------------------------------------|-----|
| 1 January through 30 June 1970..... | 535 |
| 1 January through 30 June 1971..... | 321 |

These figures reflect a decrease in the crime rate of reportable offenses involving Army personnel identified as all offenders. It is believed that many of the contributing factors for acts of violence have been either eliminated or minimized through the MVA approach to military discipline for the individual soldier.

b. Article 15s, non-judicial punishment, presented in terms of a rate per 1000 enlisted strength are shown at Appendix F. The rates pertaining to Fort Benning cover a period of 18 months from January 1970 through June 1971. Comparable data pertaining to Fort Knox covers the period January through June 1971.

c. Court-martial rates expressed in terms of a rate per 1000 enlisted strength are shown at Appendix G. The data pertaining to Fort Benning

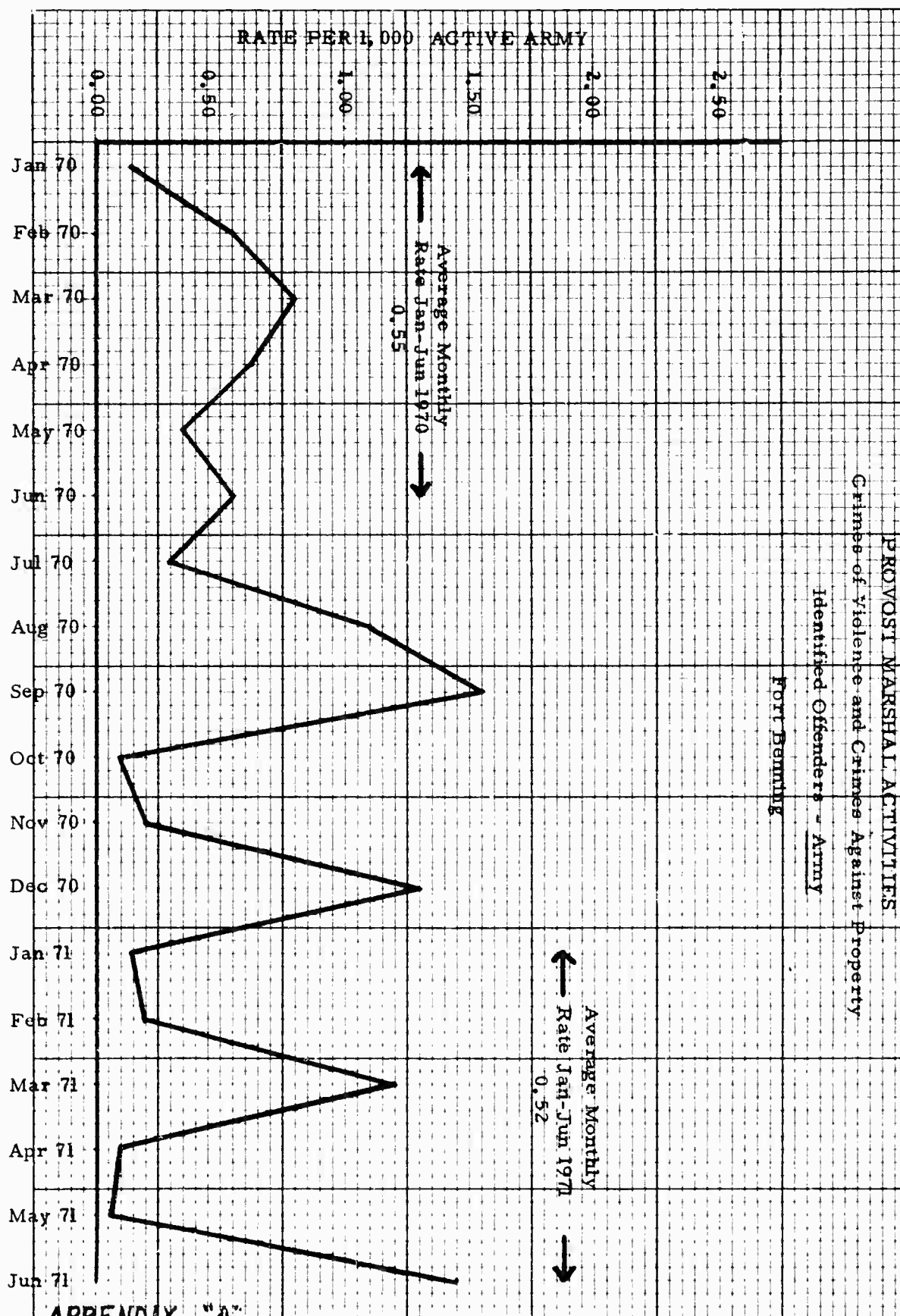
covers the period January 1970 through June 1971. Comparable statistics pertaining to Fort Knox were available only in the form of quarterly data. To obtain some measure of comparison the monthly official reported enlisted strength for 3d and 4th quarters FY71 were calculated to ascertain an average monthly strength figure. This average strength figure was used as the denominator to establish a quarterly rate which in turn was divided by three to ascertain an approximate average monthly rate. For January, February, and March 1971, there were 436 courts-martial; the average enlisted strength for that period was 13,741 thus the approximate average monthly rate per 1000 enlisted strength was 10.6. April, May, and June's total courts-martial were 557 divided by 12,882, the average monthly enlisted strength for an approximate average monthly rate of 14.4. The Fort Benning rates in conjunction with other morale indicators appear to somewhat off-set or compound the opinions expressed in the aforementioned "discipline" questionnaires.

d. Absent without leave rates expressed in terms of a rate per 1000 enlisted strength are graphically portrayed at Appendix H. The Fort Benning data covers a period of 18 months, January 1970 through June 1971. The comparable information for Fort Knox covers the period January through June 1971. The indicated Fort Benning AWOL rates reinforce other indicators in refuting the perceived deterioration of discipline during the MVA experiment.

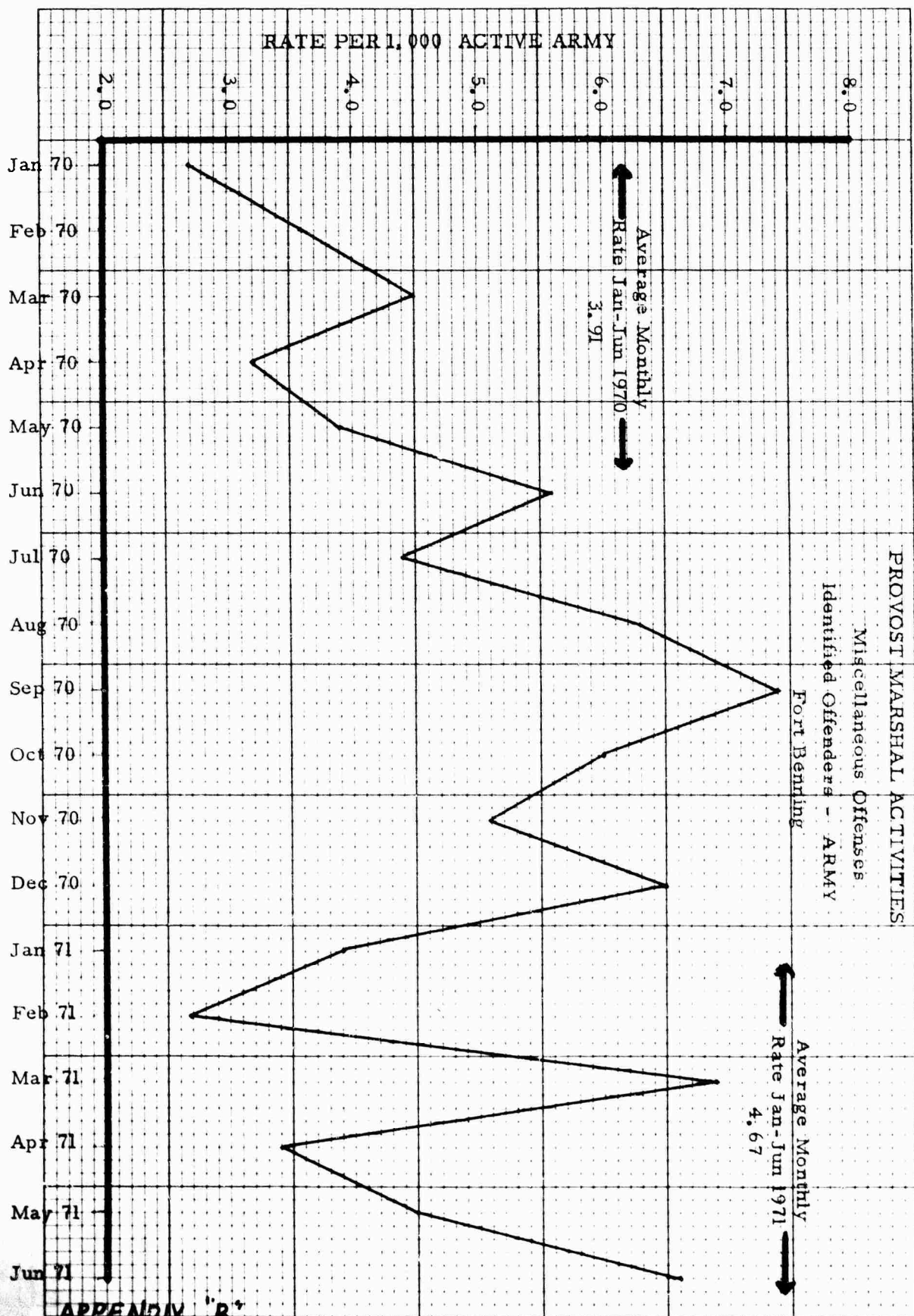
e. Congressional Inquiries expressed in a rate per 1000 active Army and portrayed graphically at Appendix I. The Fort Benning data covers the period January 1970 through June 1971 while the comparative data from Fort Knox covers only January through June 1971. The appreciable decrease in frequency of Congressional inquiries at Fort Benning likewise appears to dispute the opinions expressed in the two "discipline" questionnaire surveys.

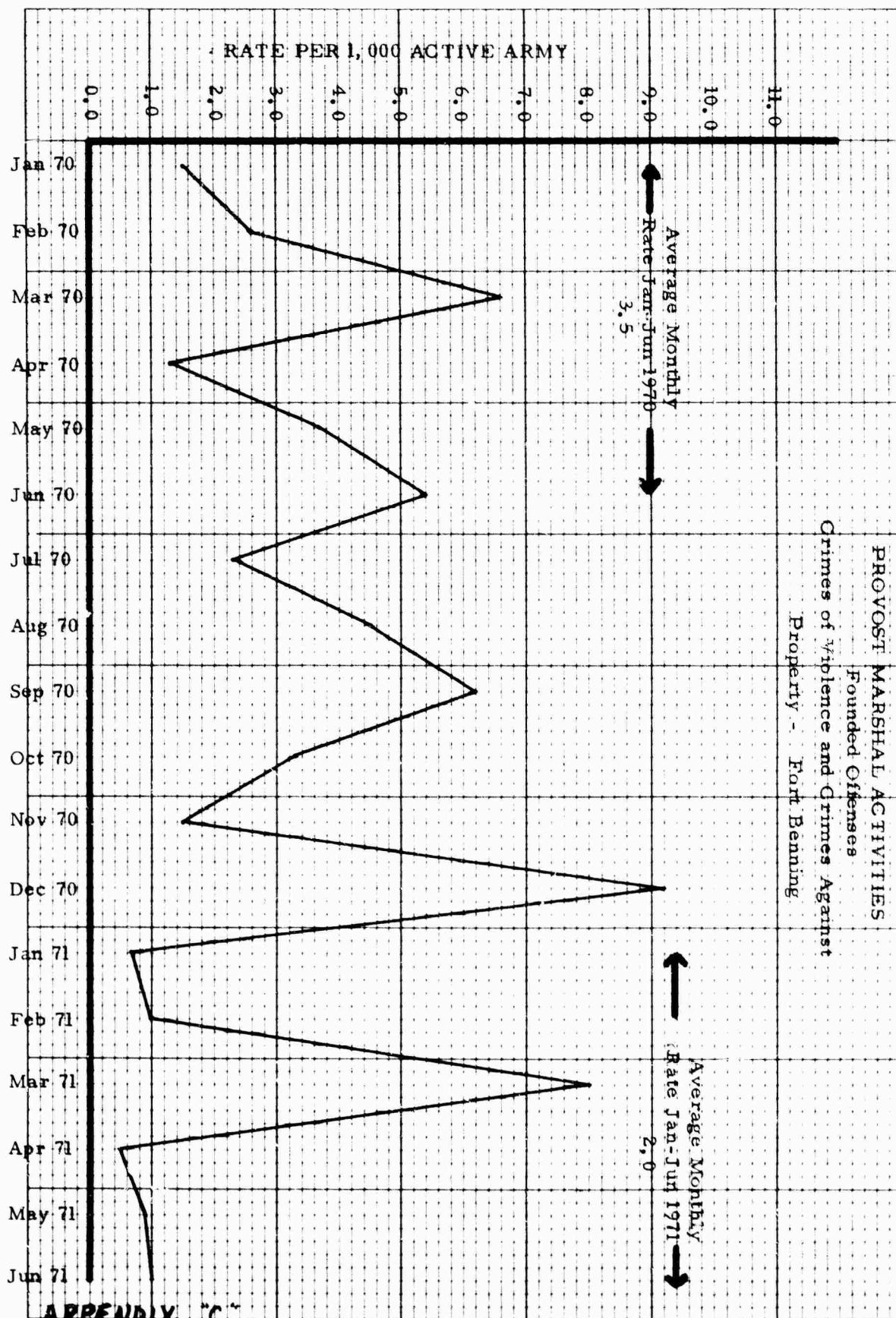
f. Inspector General complaints and requests for assistance expressed in terms of a rate per 1000 active Army are presented at Appendix J. There is a slight increase in the rate of IG complaints. This increase, when taken in light of decrease in rates of AWOLs, Article 15s, Congressionals, etc., seems to indicate that the established system of IG activities is functioning adequately and completely. Comparable statistics for Fort Knox were only available in the form of quarterly data. The technique explained in paragraph c above to effect an average monthly rate was likewise used in this case. There were 384 IG complaints during January, February, and March; and 579 during April, May, and June. Thus after computation the average monthly rates per 1000 active Army became 9.3 for January, February, and March and 15.0 for April, May, and June.

3. SUMMARY: The morale indicators monitored throughout the MVA experiment at Fort Benning seem to reflect very favorable trends. There are, however, obvious conflicts between these indicators and other findings during the period of the experiment. The real or imagined deterioration of military discipline as discussed in paragraph 1 above are not substantiated, but rather disputed by these indicators. Results of two "discipline" surveys conducted during the experiment have become a matter of command interest and of particular concern. Fort Benning has put forth considerable emphasis to insure that information is disseminated to assure understanding of and compliance with the goals of VOLAR. Perhaps some individuals confused the granting of increased privacy, freedom of action and more individualism with a relaxation of disciplinary standards. In an effort to combat the expressed opinions of the initial "discipline" survey of 23 April (Appendix K) a strongly worded letter was sent to every officer and NCO at Fort Benning pointing out that the MVA program is not to be used as an excuse to allow good order and discipline to deteriorate. This letter particularly emphasized that the very essence of the VOLAR program is increased professionalism through higher standards in every aspect of the service experiment. Immediately after dispatch of this letter readministration of a similar "discipline" survey (Appendix L) obtained an increased percentage of respondents holding an opinion that VOLAR had caused a discipline problem. It appears that there is a distinct correlation between the letter and the survey results. It would seem that the letter contents served to sensitize individuals to the area of discipline. As stated before this has become a matter of particular command interest and further investigation will be pursued in the 72 experimental program.

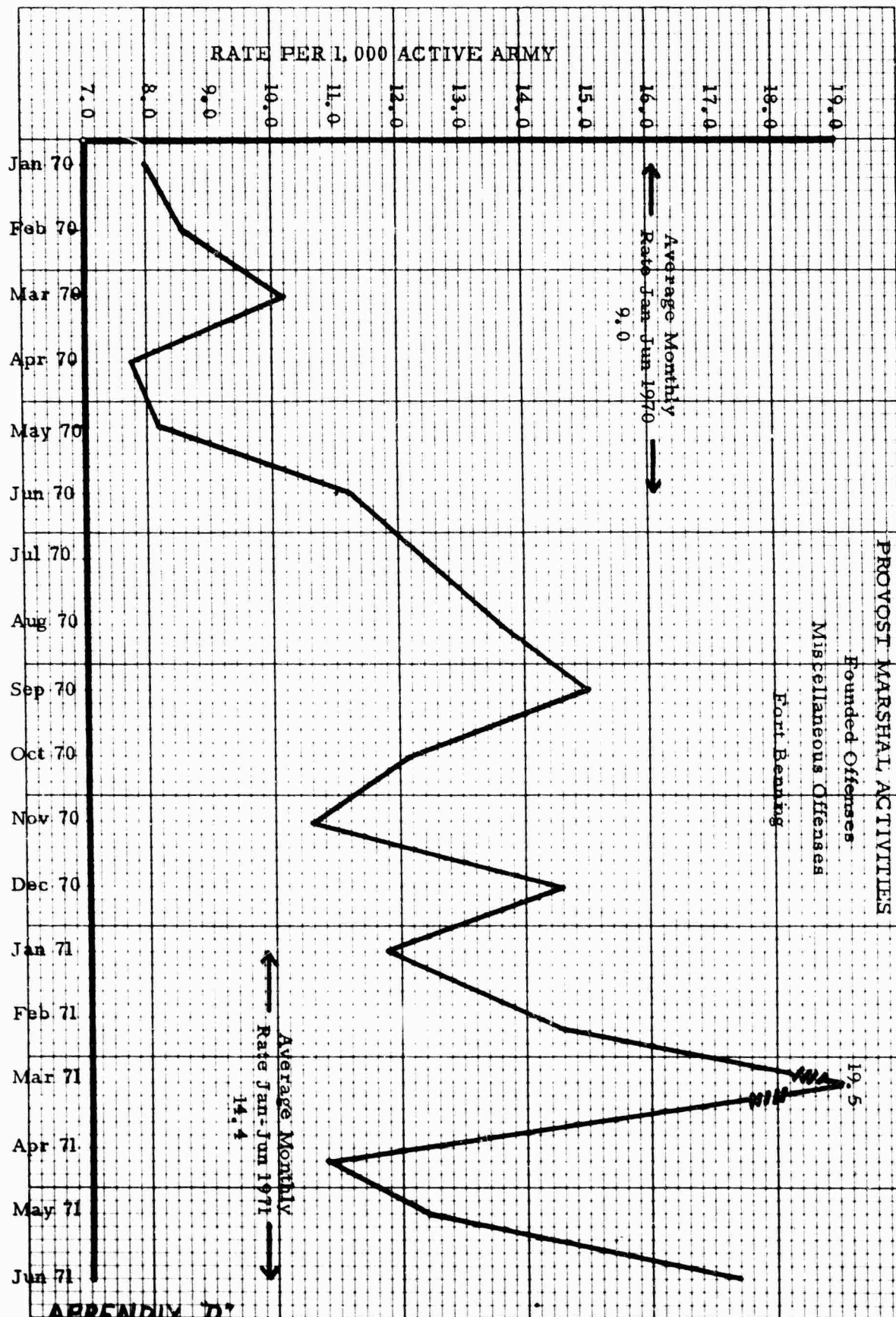


APPENDIX "A"

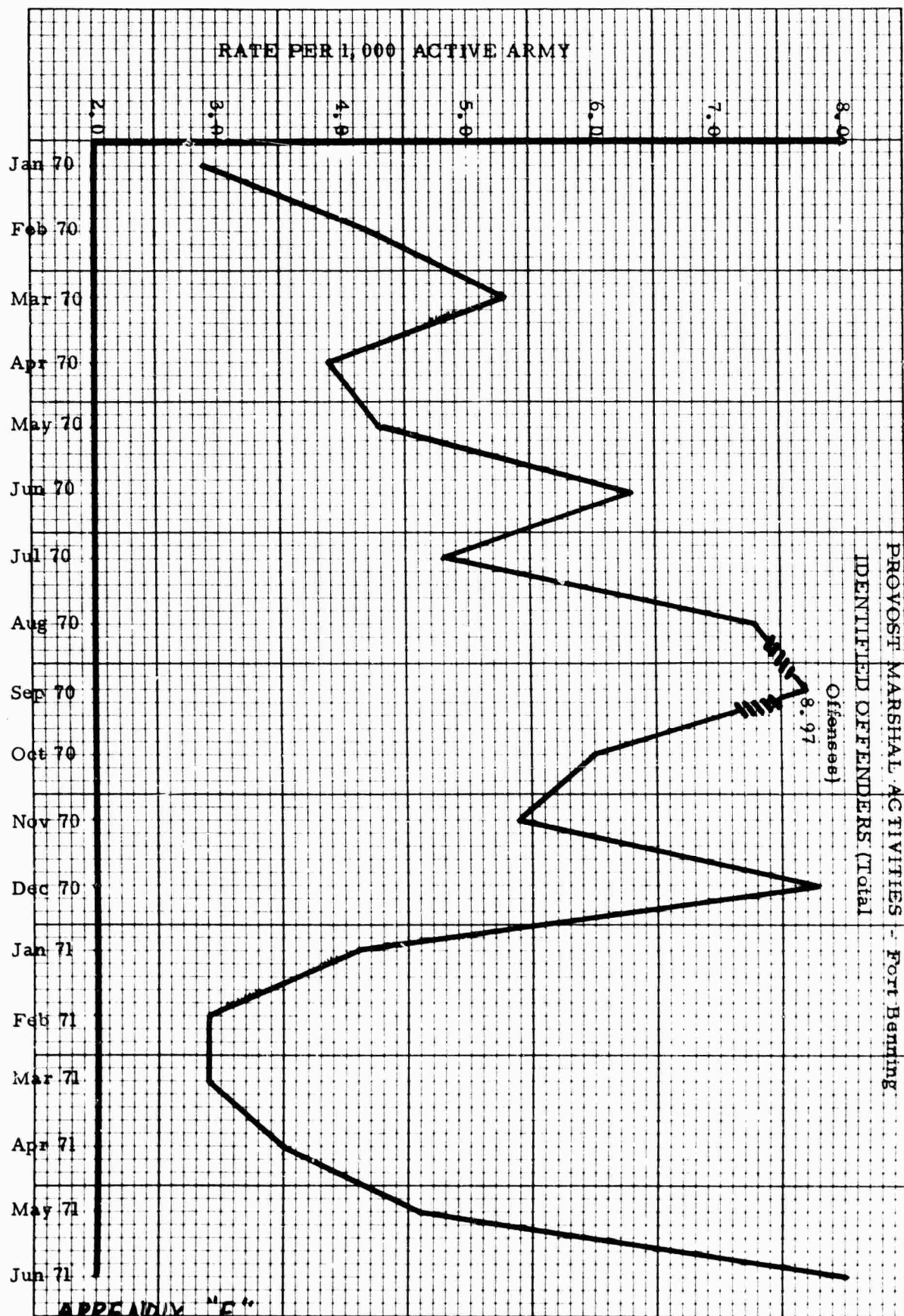


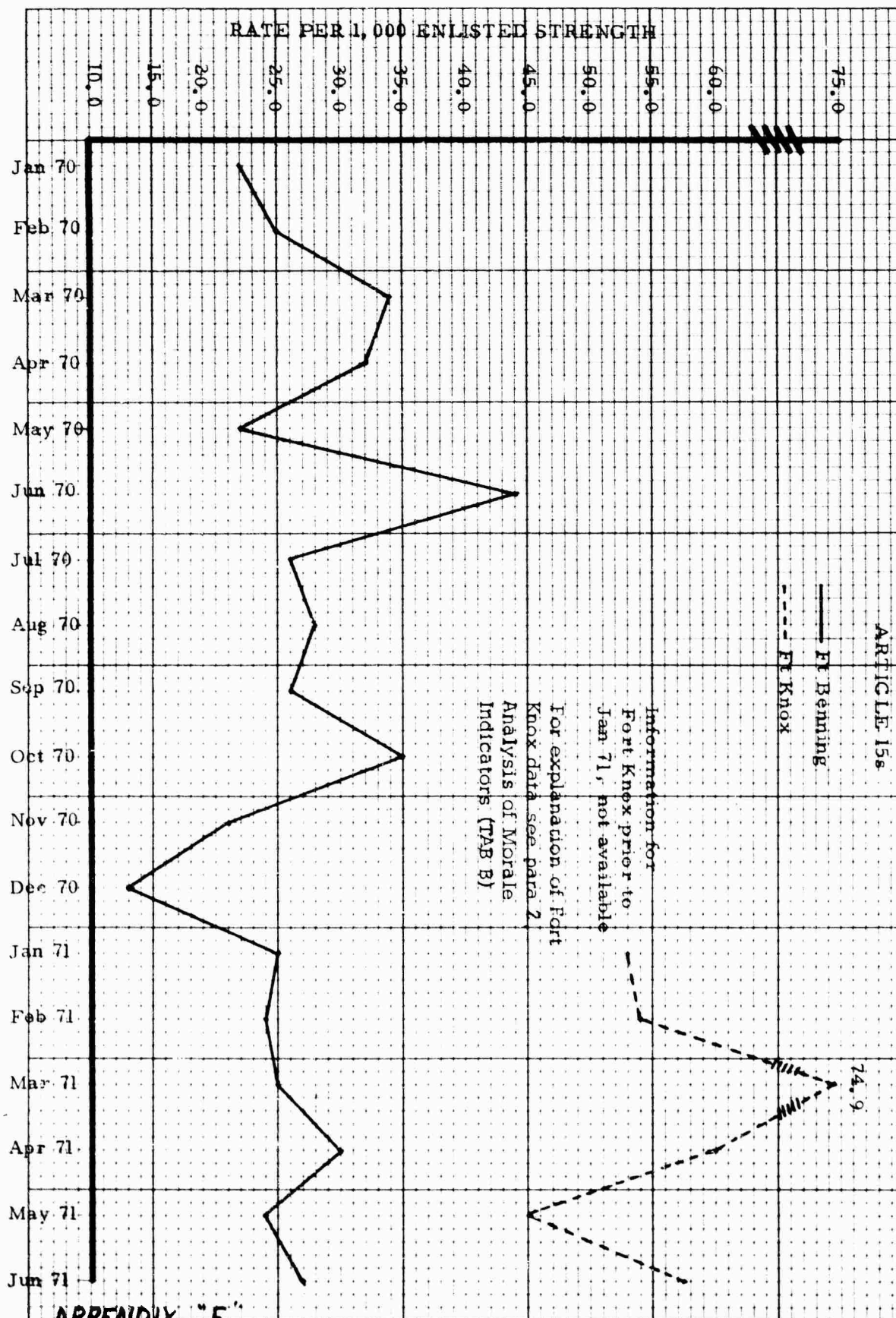


APPENDIX "C"

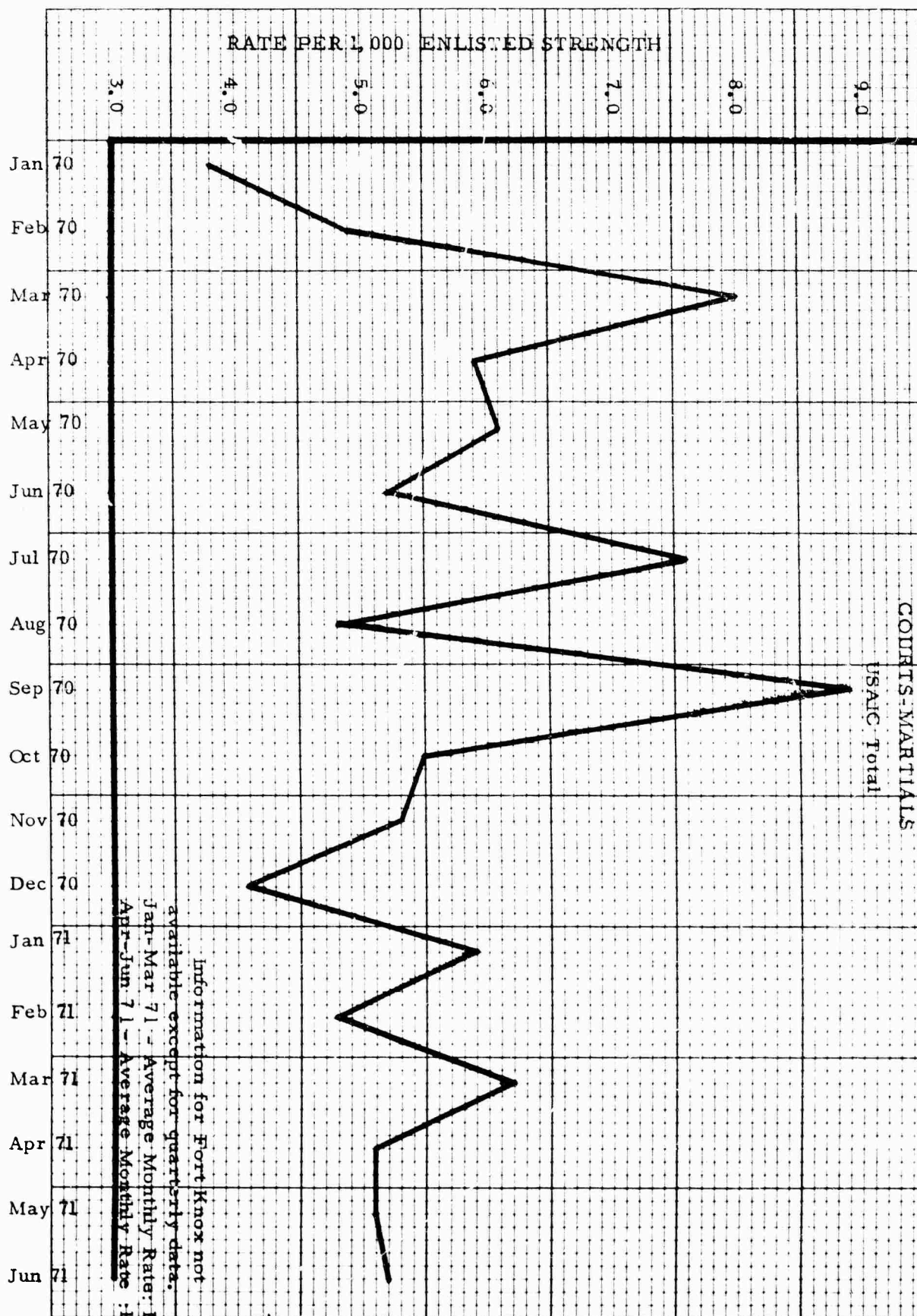


APPENDIX D*

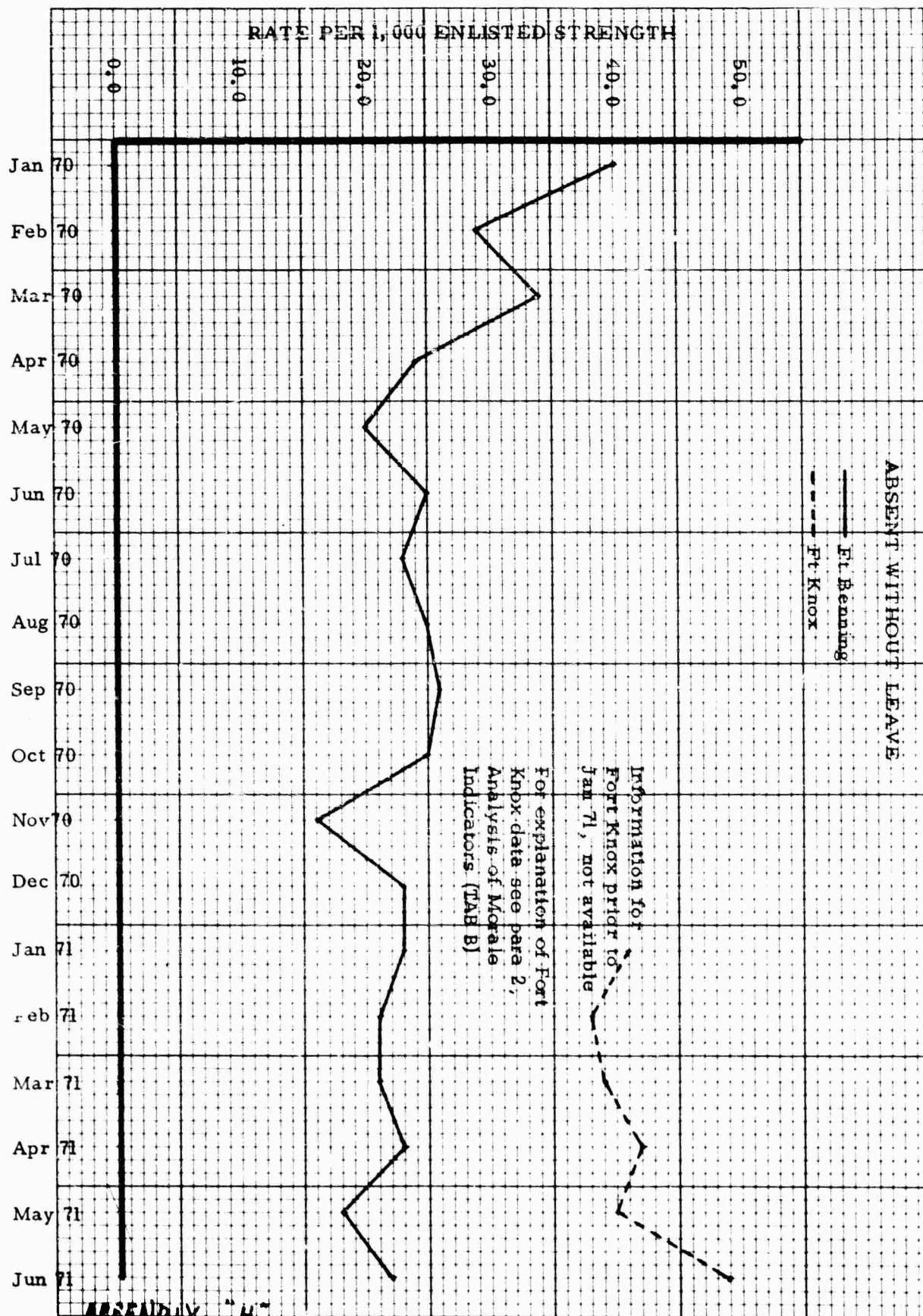




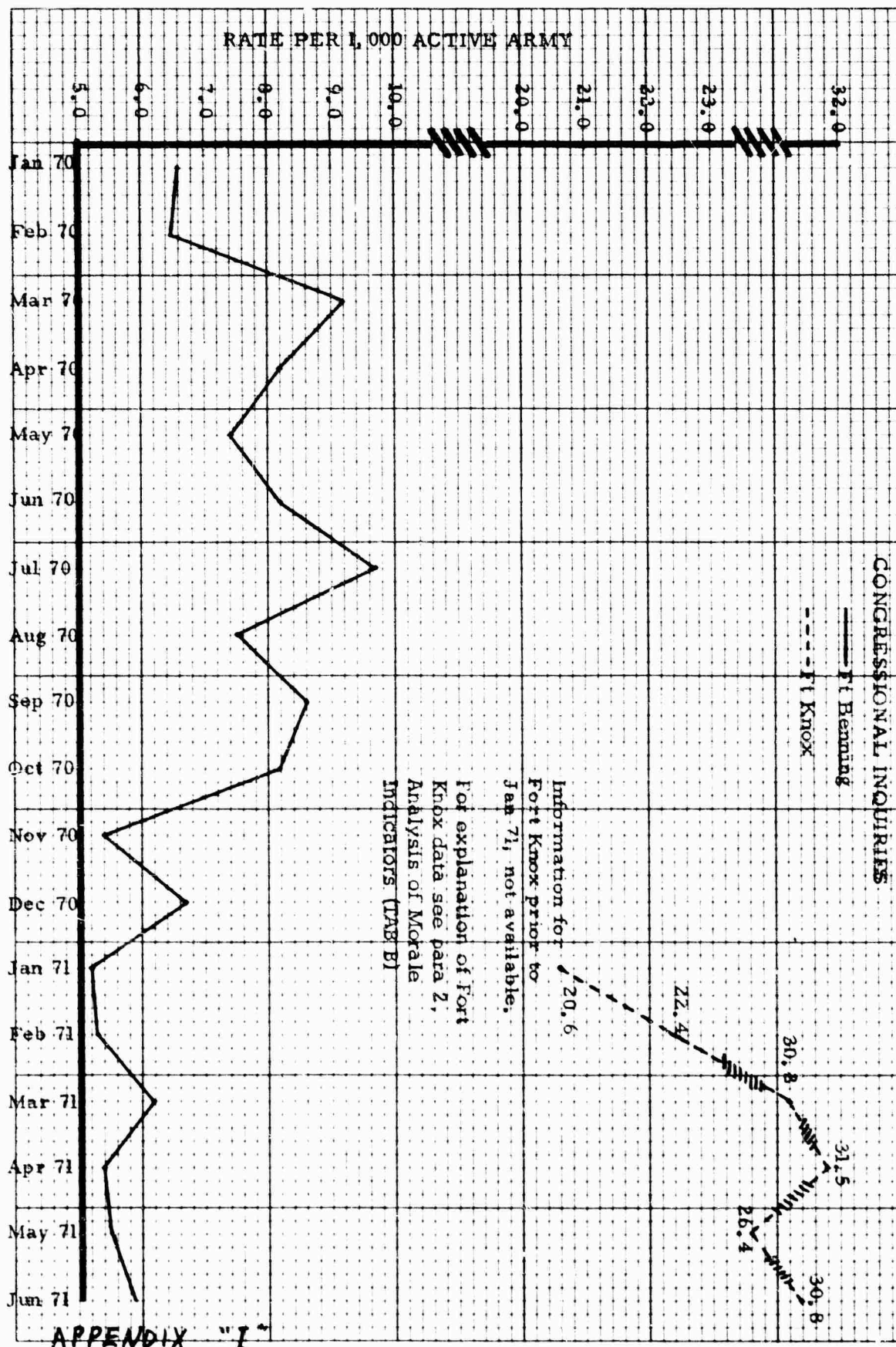
APPENDIX "F"

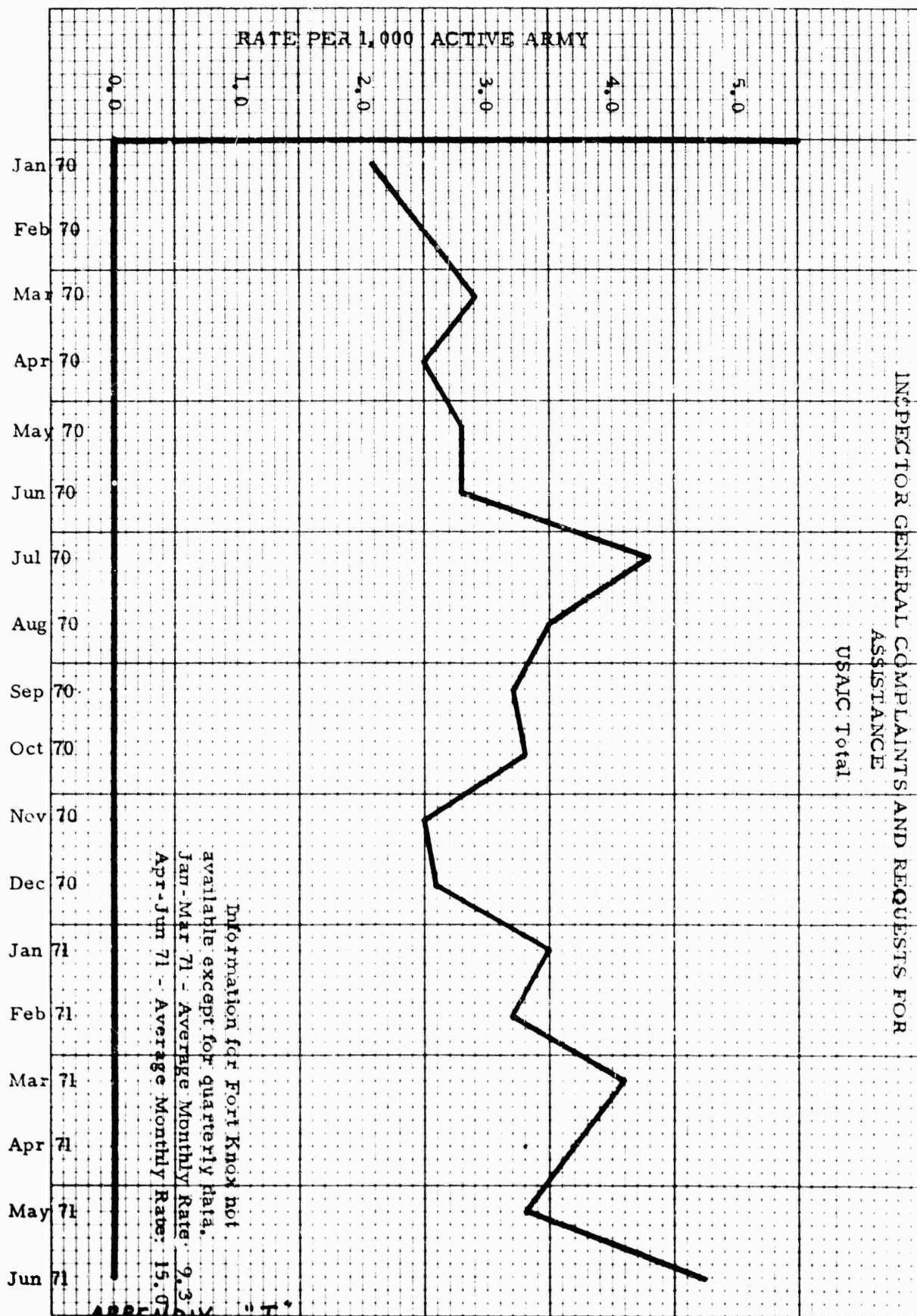


APPENDIX "G"



APPENDIX "H"





APPENDIX "J"



DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY INFANTRY CENTER
FORT BENNING, GEORGIA 31905

AJIVA

23 April 1971

MEMORANDUM FOR: COLONEL KENNEDY

SUBJECT: Analysis of Opinion Questionnaire VI (13-14 April 1971)

1. Reference CGs memo, dated 27 March (Inclosure 1).
2. The Opinion Questionnaire VI was locally developed and administered to the same sample assembled for administration of the HumRRO-SAMVA evaluation questionnaire on 13-14 April 1971. This questionnaire was developed in an attempt to obtain a measurement of opinions held at Fort Benning regarding "Military Discipline." A copy of the questionnaire is at Inclosure 2.
3. Analysis of the questionnaire took the following form: The following grade groups were treated separately; E1-E4, E5, E6, E7 and officers (O1-O6 and WOs).
4. Interpretations of selected points of interest are as follows:
 - a. Question 1: Observance of military courtesy. When respondents were asked to rate the level of achievement at Fort Benning in this area the results were as shown in the table below:

| | 1 Excellent | 2 Good | 3 Fair | 4 Poor | 5 Very Poor | Av Rating |
|----------|----------------|-----------|-----------|-----------|----------------|-----------|
| E1-E4 | 3% | 48% | 42% | 5% | 1% | 2.50 |
| E5 | 2 | 39 | 43 | 13 | 2 | 2.71 |
| E6 | 5 | 28 | 49 | 11 | 7 | 2.87 |
| E7 | 0 | 33 | 26 | 36 | 15 | 3.43 |
| Officers | 0 | 35 | 36 | 25 | 4 | 2.98 |

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23 April 1971

SUBJECT: Analysis of Opinion Questionnaire VI (13-14 Apr)

The average ratings generally move toward the negative end of the scale with increase in rank. Group E7 responded most consistently toward the low end of the scale with the average rating given by this group falling in the range between "fair" and "poor". All other groups had average ratings falling in the "good" to "fair" range. Group E1-E4 showed only 6% rating observance of military courtesy as "poor" or "very poor" while 51% of the E7 group rated it in one of these two categories.

b. Question 2: Observance of unit directives or regulations. The table below summarizes the ratings in this area.

| | 1 Excellent | 2 Good | 3 Fair | 4 Poor | 5 Very Poor | Av Rating |
|----------|----------------|-----------|-----------|-----------|----------------|-----------|
| E1-E4 | 5% | 45% | 44% | 5% | 1% | 2.52 |
| E5 | 1 | 35 | 41 | 12 | 1 | 2.47 |
| E6 | 8 | 31 | 50 | 7 | 2 | 2.58 |
| E7 | 0 | 28 | 50 | 13 | 8 | 2.98 |
| Officers | 0 | 50 | 41 | 7 | 2 | 2.61 |

The average ratings for this area are bunched rather closely across grade groups, and fall in the range of "good" to "fair". As in the previous item Group E7 responded more negatively than other groups but only 21% rated this area as "poor" or "very poor" in this case.

c. Question 3: Maintenance of good military appearance.

| | 1 Excellent | 2 Good | 3 Fair | 4 Poor | 5 Very Poor | Av Rating |
|----------|----------------|-----------|-----------|-----------|----------------|-----------|
| E1-E4 | 6% | 48% | 40% | 3% | 2% | 2.44 |
| E5 | 4 | 39 | 40 | 14 | 2 | 2.68 |
| E6 | 2 | 21 | 40 | 26 | 8 | 3.08 |
| E7 | 0 | 13 | 36 | 28 | 23 | 3.61 |
| Officers | 2 | 21 | 45 | 29 | 4 | 3.15 |

Ratings in this area show a relatively marked disagreement among different grade groups. Groups E1-E4 and E5 rate military appearance in the "good"

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23 April 1971

SUBJECT: Analysis of Opinion Questionnaire VI (13-14 Apr)

to "fair" range, while the upper grades show average ratings in the "fair" to "poor" range. Group E7 is again the grade group which gives a lowest average rating.

d. Question 4: Willingness of individuals to respond cooperatively to orders and instructions from NCOs.

| | 1 Excellent | 2 Good | 3 Fair | 4 Poor | 5 Very Poor | Av Rating |
|----------|----------------|-----------|-----------|-----------|----------------|-----------|
| E1-E4 | 3% | 38% | 40% | 15% | 4% | 2.79 |
| E5 | 4 | 39 | 40 | 14 | 2 | 3.08 |
| E6 | 5 | 22 | 35 | 24 | 12 | 3.10 |
| E7 | 0 | 18 | 46 | 18 | 18 | 3.36 |
| Officers | 0 | 47 | 34 | 18 | 2 | 2.78 |

This area receives ratings toward the lower end of the scale from all groups, but in particular the 3 NCO grade groups, which show average ratings in the "fair" to "poor" range.

e. Question 5: Willingness of individuals to respond cooperatively to orders and instructions from officers.

| | 1 Excellent | 2 Good | 3 Fair | 4 Poor | 5 Very Poor | Av Rating |
|----------|----------------|-----------|-----------|-----------|----------------|-----------|
| E1-E4 | 12% | 48% | 31% | 9% | 1% | 2.42 |
| E5 | 3 | 36 | 41 | 14 | 5 | 2.79 |
| E6 | 7 | 37 | 44 | 11 | 2 | 3.10 |
| E7 | 0 | 20 | 61 | 5 | 13 | 3.08 |
| Officers | 13 | 49 | 32 | 6 | 2 | 2.41 |

This area shows a marked contrast to the preceding area. Most groups rate cooperation given to officers higher than cooperation given to NCOs. Group E1-E4 shows this tendency in particular, followed to a lesser degree by group E5 and officers.

SUBJECT: Analysis of Opinion Questionnaire VI (13-14 Apr)

f. Question 6: The respect shown to NCOs is generally

| | 1 Excellent | 2 Good | 3 Fair | 4 Poor | 5 Very Poor | Av Rating |
|----------|----------------|-----------|-----------|-----------|----------------|-----------|
| E1-E4 | 3% | 42% | 35% | 14% | 4% | 2.68 |
| E5 | 1 | 21 | 43 | 23 | 11 | 3.19 |
| E6 | 2 | 28 | 38 | 17 | 14 | 3.10 |
| E7 | 0 | 15 | 46 | 26 | 13 | 3.37 |
| Officers | 6 | 32 | 48 | 9 | 6 | 2.80 |

The pattern of response to this area is similar to that for Question 4 above. Groups E1-E4 and officers give average ratings in the "good" to "fair" range while all NCO groups show an average rating in "fair" to "poor" range.

g. Question 7: The respect shown to officers is generally

| | 1 Excellent | 2 Good | 3 Fair | 4 Poor | 5 Very Poor | Av Rating |
|----------|----------------|-----------|-----------|-----------|----------------|-----------|
| E1-E4 | 11% | 47% | 30% | 10% | 2% | 2.45 |
| E5 | 2 | 43 | 33 | 16 | 3 | 2.66 |
| E6 | 5 | 37 | 47 | 5 | 3 | 2.55 |
| E7 | 0 | 20 | 56 | 15 | 10 | 3.18 |
| Officers | 7 | 45 | 40 | 4 | 4 | 2.53 |

Again in contrast to the preceding area, respect shown to officers is rated generally higher than respect shown to NCOs. Only Group E7 shows an average rating in the "fair" to "poor" range.

h. Question 8: The leadership ability of NCOs is generally

| | 1 Excellent | 2 Good | 3 Fair | 4 Poor | 5 Very Poor | Av Rating |
|----------|----------------|-----------|-----------|-----------|----------------|-----------|
| E1-E4 | 2% | 34% | 38% | 17% | 8% | 2.96 |
| E5 | 4 | 37 | 37 | 13 | 8 | 2.81 |
| E6 | 12 | 55 | 26 | 5 | 2 | 2.30 |
| E7 | 5 | 46 | 38 | 5 | 5 | 2.56 |
| Officers | 14 | 54 | 29 | 4 | 0 | 2.25 |

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23 April 1971

SUBJECT: Analysis of Opinion Questionnaire VI (13-14 Apr)

All groups show average ratings in the "good" to "fair" range. However, 25% of Group E1-E4 rated this area as "poor" or "very poor", which is the highest percentage choosing these categories for this group of any of the areas rated.

i. Question 9: The leadership ability of officers is generally

| | 1 Excellent | 2 Good | 3 Fair | 4 Poor | 5 Very Poor | Av Rating |
|----------|----------------|-----------|-----------|-----------|----------------|-----------|
| E1-E4 | 11% | 39% | 32% | 11% | 3% | 2.44 |
| E5 | 4 | 46 | 31 | 15 | 2 | 2.59 |
| E6 | 9 | 56 | 26 | 9 | 0 | 2.35 |
| E7 | 8 | 38 | 44 | 3 | 8 | 2.68 |
| Officers | 11 | 63 | 23 | 4 | 0 | 2.22 |

The tendency to rate areas involving officers higher than areas involving NCOs, which was noted in previous cases, is apparent when the ratings of leadership ability of officers are compared to those for NCOs. The leadership ability of officers is one of the two most highly rated of the areas.

j. Question 10: The performance of assigned missions is generally

| | 1 Excellent | 2 Good | 3 Fair | 4 Poor | 5 Very Poor | Av Rating |
|----------|----------------|-----------|-----------|-----------|----------------|-----------|
| E1-E4 | 8% | 47% | 34% | 7% | 3% | 2.47 |
| E5 | 11 | 40 | 38 | 8 | 2 | 2.47 |
| E6 | 12 | 33 | 44 | 2 | 5 | 2.43 |
| E7 | 0 | 51 | 41 | 8 | 0 | 2.57 |
| Officers | 15 | 61 | 25 | 2 | 0 | 2.20 |

This area received generally high ratings from all grade groups. It is the second of the two most highly rated areas.

SUBJECT: Analysis of Opinion Questionnaire VI (13-14 Apr)

k. Question 11: The ability of individuals to regulate their own conduct when superiors are not present is generally

| | 1 Excellent | 2 Good | 3 Fair | 4 Poor | 5 Very Poor | Av Rating |
|----------|----------------|-----------|-----------|-----------|----------------|-----------|
| E1-E4 | 10% | 46% | 30% | 7% | 7% | 2.55 |
| E5 | 4 | 32 | 40 | 19 | 5 | 2.89 |
| E6 | 3 | 29 | 38 | 16 | 12 | 2.99 |
| E7 | 0 | 20 | 36 | 26 | 18 | 3.42 |
| Officers | 2 | 30 | 46 | 20 | 2 | 2.90 |

Compared to the other areas rated, the maturity or self-control of individuals was rated toward the negative end of the scale. Group E7 again leads other grade groups in a tendency to rate "poor" or "very poor".

1. Question 12: Do you feel that the changes made under the Benning Plan (Project VOLAR) have created any special discipline problems that would not have occurred without VOLAR?

| | a NO | b YES |
|----------|---------|----------|
| E1-E4 | 82% | 18% |
| E5 | 76 | 24 |
| E6 | 58 | 42 |
| E7 | 72 | 28 |
| Officers | 62 | 38 |

Group E1-E4 shows the least tendency to feel that VOLAR is responsible for changes in military discipline. The majority of these who answered "YES" to this question made comments related to the theme that VOLAR has created some changes in the discipline that they receive. In exchange for increased individual freedoms in some areas, some feel that increased leaders emphasis is being placed on remaining areas of irritation to the junior soldiers; haircut regulations is apparently the easy example to cite. It is not possible to say to what extent the typical junior soldier shares this opinion of VOLAR. NCO groups show the greatest tendency to feel that VOLAR has created some problems for the leader responsible for administering discipline, however, few of those showing this tendency contributed a usable example. One theme that did emerge from the limited number of written comments expressed fear that the position of the NCO in the chain of command is changing. A few felt that

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23 April 1971

SUBJECT: Analysis of Opinion Questionnaire VI (13-14 Apr)

since VOLAR, junior soldiers have become more argumentative with NCOs and less impressed by threats of punishment. It is not possible to state definitively how widespread this feeling is among NCOs of all grades. Further, the question remains whether these comments came mainly from generally good leaders with particularly difficult troop situations, or generally poor leaders who have difficulty coping with any type of change and particularly with the increased emphasis on "giving the reason why".

m. Question 13: How many junior soldiers at Fort Benning have tried to use VOLAR as an excuse for poor performance or poor conduct?

| | 75% to 100% | 50% to 75% | 25% to 50% | 10% to 25% | Less than 10% | Don't Know |
|----------|-------------|------------|------------|------------|---------------|------------|
| E1-E4 | 5% | 3% | 10% | 14% | 23% | 41% |
| E5 | 5 | 10 | 16 | 17 | 26 | 25 |
| E6 | 9 | 7 | 12 | 21 | 12 | 38 |
| E7 | 8 | 13 | 23 | 26 | 10 | 20 |
| Officers | 6 | 9 | 3 | 27 | 20 | 36 |

Groups E1-E4, E5, and officers show the least tendency to estimate that there is widespread use of VOLAR as an excuse for unprofessionalism. The majority of these groups either feel that they cannot make a well-founded estimate or else place their estimate at less than 10% who have attempted to take advantage of the VOLAR experiment. Groups E6 and E7 are more willing to make estimates and tend to make higher estimates. This finding is, of course, consistent with findings related to other portions of the questionnaire.

n. Question 14: How many junior soldiers in the Army today would show poor performance or poor conduct under any type of leadership?

| | 75% to 100% | 50% to 75% | 25% to 50% | 10% to 25% | Less than 10% | Don't Know |
|----------|-------------|------------|------------|------------|---------------|------------|
| E1-E4 | 3% | 7% | 17% | 18% | 22% | 32% |
| E5 | 1 | 13 | 18 | 25 | 18 | 23 |
| E6 | 3 | 7 | 13 | 30 | 19 | 22 |
| E7 | 5 | 5 | 18 | 31 | 23 | 18 |
| Officers | 0 | 3 | 13 | 33 | 38 | 13 |

AJIVA

23 April 1971

SUBJECT: Analysis of Opinion Questionnaire VI (13-14 Apr)

All grade groups are generally more willing to venture an estimate for this question regarding the Army as whole than they were for the previous question relating to a particular period of time at Fort Benning only. The responses tend to indicate a generalized feeling that there is a great deal of poor performance and poor conduct among the present junior soldier manpower pool, and that this situation would be very resistant to attempts to remedy. A written comment from one junior soldier made the point: "The VOLAR idea is based on individuals wanting to be in the Army and wanting to do their job. Letting individuals be more responsible for their own actions, performance, etc. creates a discipline problem because most of the people here undergoing the experiment are not volunteers which will make the VOLAR experiment look ineffective or maybe unfeasible and really it would probably work well."



ROBERT G. NIVENS
Captain, Infantry
Evaluation Element

2 Incl
as



DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY INFANTRY CENTER
FORT BENNING, GEORGIA 31905

AJIVA

14 June 1971

MEMORANDUM FOR: COLONEL KENNEDY

SUBJECT: Analysis of Opinion Questionnaire VIII (25-26 May 1971)

1. The Opinion Questionnaire VIII was locally developed and administered to the same sample assembled for administration of the HumRRO-SAMVA Evaluation Questionnaire on 25-26 May 1971. This questionnaire was developed in an attempt to obtain a measurement of opinions held at Fort Benning regarding the effect of VOLAR on a number of specific aspects of military discipline. A copy of the questionnaire is at Inclosure 1.
2. The following grade groups were treated separately in the analysis of the questionnaire: E1-E4, E5, E6, E7 and officers (O1-O6 and WOs).
3. Interpretation of selected points of interest are as follows:
 - a. Question 1: Soldiers' attitude toward NCOs. When respondents were asked to rate change at Fort Benning in this area, the results were as shown in the table below:

| | 1 Much Better | 2 Somewhat Better | 3 Not Changed | 4 Somewhat Worse | 5 Much Worse | Av Rating |
|----------|---------------------|-------------------------|---------------------|------------------------|--------------------|--------------|
| E1-E4 | 8% | 37% | 41% | 10% | 4% | 2.65 |
| E5 | 4% | 30% | 42% | 14% | 11% | 3.01 |
| E6 | 10% | 12% | 24% | 39% | 15% | 3.37 |
| E7 | - | 6% | 26% | 53% | 15% | 3.77 |
| Officers | - | 24% | 42% | 29% | 5% | 3.15 |

AJIVA

14 June 1971

SUBJECT: Analysis of Opinion Questionnaire VIII (25-26 May 1971)

The average ratings generally move toward the negative end of the scale with increase in rank. Group E7 in particular showed over 50% holding the opinion that soldiers' attitudes toward NCOs had become "somewhat worse" since they had been at Benning. Soldiers themselves disagree with this judgement, with nearly 50% of the E1-E4 group indicating they felt soldiers' attitude toward NCOs had actually improved over time.

b. Question 2: Soldiers attitude toward officers.

| | 1 Much Better | 2 Somewhat Better | 3 Not Changed | 4 Somewhat Worse | 5 Much Worse | Av Rating |
|----------|---------------------|-------------------------|---------------------|------------------------|--------------------|--------------|
| E1-E4 | 6% | 30% | 49% | 11% | 3% | 2.72 |
| E5 | 4% | 27% | 47% | 15% | 7% | 2.94 |
| E6 | 10% | 14% | 25% | 38% | 14% | 3.35 |
| E7 | — | 6% | 21% | 62% | 12% | 3.83 |
| Officers | — | 20% | 49% | 22% | 10% | 3.25 |

As in the previous question, soldiers show over 80% responding either that their attitudes toward officers had not changed or that they had changed for the better. The NCO groups tend to disagree with this opinion to a greater extent than is true for officers.

c. Question 3: NCOs' attitude toward soldiers.

| | 1 Much Better | 2 Somewhat Better | 3 Not Changed | 4 Somewhat Worse | 5 Much Worse | Av Rating |
|----------|---------------------|-------------------------|---------------------|------------------------|--------------------|--------------|
| E1-E4 | 7% | 32% | 40% | 14% | 7% | 2.82 |
| E5 | 4% | 33% | 41% | 14% | 8% | 2.87 |
| E6 | 10% | 19% | 49% | 19% | 3% | 2.86 |
| E7 | 6% | 21% | 35% | 29% | 9% | 3.14 |
| Officers | — | 34% | 37% | 24% | 5% | 3.00 |

The overall pattern for this question is a greater tendency toward the positive end of the scale. Group E7 again shows the greatest degree of negativity toward soldiers and their behavior.

AJIVA

14 June 1971

SUBJECT: Analysis of Opinion Questionnaire VIII (25-26 May 1971)

d. Question 4: Officers' attitudes toward soldiers.

| | 1 Much Better | 2 Somewhat Better | 3 Not Changed | 4 Somewhat Worse | 5 Much Worse | Av Rating |
|----------|---------------------|-------------------------|---------------------|------------------------|--------------------|--------------|
| E1-E4 | 6% | 35% | 41% | 10% | 8% | 2.79 |
| E5 | 5% | 32% | 48% | 5% | 11% | 2.88 |
| E6 | 10% | 21% | 42% | 25% | 3% | 2.93 |
| E7 | 6% | 24% | 38% | 29% | 3% | 2.99 |
| Officers | — | 34% | 56% | 10% | — | 2.76 |

There is an overall tendency to believe that officers' attitudes toward soldiers have changed for the better. This tendency is shown particularly by the two groups of junior soldiers and officers themselves.

e. Question 5: Soldiers' willingness to follow directives from NCOs.

| | 1 Much Better | 2 Somewhat Better | 3 Not Changed | 4 Somewhat Worse | 5 Much Worse | Av Rating |
|----------|---------------------|-------------------------|---------------------|------------------------|--------------------|--------------|
| E1-E4 | 9% | 32% | 45% | 10% | 4% | 2.68 |
| E5 | 2% | 25% | 38% | 22% | 13% | 3.19 |
| E6 | 4% | 12% | 22% | 44% | 17% | 3.55 |
| E7 | — | 6% | 24% | 56% | 15% | 3.82 |
| Officers | 5% | 12% | 34% | 44% | 5% | 3.27 |

Again junior soldiers see themselves as more willing or, at least, not any less willing than before to follow directives from NCOs. NCOs tend to disagree, in particular the E7 group where about 70% of the group see the situation as deteriorating.

f. Question 6: Soldiers willingness to follow directives from officers.

AJTVA

14 June 1971

SUBJECT: Analysis of Opinion Questionnaire VIII (25-26 May 1971)

| | 1 Much Better | 2 Somewhat Better | 3 Not Changed | 4 Somewhat Worse | 5 Much Worse | Av Rating |
|----------|---------------------|-------------------------|---------------------|------------------------|--------------------|--------------|
| E1-E4 | 10% | 30% | 46% | 10% | 5% | 2.73 |
| E5 | 2% | 21% | 52% | 19% | 6% | 2.86 |
| E6 | 6% | 8% | 38% | 39% | 10% | 3.42 |
| E7 | — | 6% | 24% | 62% | 9% | 3.77 |
| Officers | 5% | 15% | 56% | 22% | 2% | 3.01 |

Most groups see soldiers as more willing to follow directives from officers, when responses here are compared to the previous question involving NCOs.

g. Question 7: Soldiers' willingness to follow unit directives.

| | 1 Much Better | 2 Somewhat Better | 3 Not Changed | 4 Somewhat Worse | 5 Much Worse | Av Rating |
|----------|---------------------|-------------------------|---------------------|------------------------|--------------------|--------------|
| E1-E4 | 7% | 30% | 48% | 10% | 5% | 2.76 |
| E5 | 2% | 18% | 54% | 21% | 5% | 3.09 |
| E6 | 8% | 11% | 35% | 36% | 10% | 3.29 |
| E7 | — | 3% | 29% | 56% | 12% | 3.77 |
| Officers | 2% | 22% | 44% | 27% | 5% | 3.11 |

Again, the E1-E4 is the only grade group to show more individuals who believe that a change for the better has occurred than believe there has been a change for the worse.

h. Question 8: Soldiers' willingness to keep up their own appearance.

| | 1 Much Better | 2 Somewhat Better | 3 Not Changed | 4 Somewhat Worse | 5 Much Worse | Av Rating |
|----------|---------------------|-------------------------|---------------------|------------------------|--------------------|--------------|
| E1-E4 | 17% | 35% | 36% | 8% | 5% | 2.52 |
| E5 | 8% | 22% | 35% | 22% | 11% | 3.03 |
| E6 | 7% | 11% | 25% | 22% | 35% | 3.67 |
| E7 | — | 6% | 15% | 35% | 44% | 4.17 |
| Officers | 2% | 17% | 29% | 34% | 17% | 3.44 |

AJIVA

14 June 1971

SUBJECT: Analysis of Opinion Questionnaire VIII (25-26 May 1971)

This item shows a particularly marked divergence of opinion between Groups E1-E4 and Group E7. The former shows 52% who feel that appearance has changed for the better and an additional 36% who feel that it has held its own. Group E7 shows 79% who feel that appearance has deteriorated. The remaining groups fall between these two categories.

i. Question 9: Soldiers' willingness to keep their living area clean and neat.

| | 1 Much Better | 2 Somewhat Better | 3 Not Changed | 4 Somewhat Worse | 5 Much Worse | Av Rating |
|----------|---------------------|-------------------------|---------------------|------------------------|--------------------|--------------|
| E1-E4 | 20% | 33% | 34% | 9% | 4% | 2.49 |
| E5 | 6% | 24% | 46% | 14% | 11% | 3.03 |
| E6 | 10% | 10% | 32% | 26% | 22% | 3.42 |
| E7 | 3% | 6% | 32% | 29% | 29% | 3.72 |
| Officers | — | 37% | 51% | 5% | 7% | 2.82 |

Groups E1-E4 and E7 again mark the positive and negative extremes on this item. Overall, the NCO groups show slightly fewer negative responses than on preceding items.

j. Question 10: Soldiers' performance of their regular duties.

| | 1 Much Better | 2 Somewhat Better | 3 Not Changed | 4 Somewhat Worse | 5 Much Worse | Av Rating |
|----------|---------------------|-------------------------|---------------------|------------------------|--------------------|--------------|
| E1-E4 | 18% | 35% | 38% | 7% | 2% | 2.40 |
| E5 | 9% | 34% | 40% | 7% | 9% | 2.70 |
| E6 | 10% | 17% | 44% | 24% | 6% | 3.02 |
| E7 | 3% | 15% | 29% | 44% | 9% | 3.41 |
| Officers | 7% | 27% | 44% | 17% | 5% | 2.86 |

The officer and NCO groups view this area more positively than for all other areas of soldier discipline. In other words, there is a tendency to feel that performance of duties has not deteriorated to the same extent as appearance attitudes toward superiors, and general conduct.

AJIVA

14 June 1971

SUBJECT: Analysis of Opinion Questionnaire VIII (25-26 May 1971)

k. Question 11: Soldiers' willingness to maintain the Army's standard of conduct.

| | 1 Much Better | 2 Somewhat Better | 3 Not Changed | 4 Somewhat Worse | 5 Much Worse | Av Rating |
|----------|---------------------|-------------------------|---------------------|------------------------|--------------------|--------------|
| E1-E4 | 9% | 30% | 46% | 8% | 6% | 2.69 |
| E5 | 4% | 20% | 51% | 15% | 11% | 3.12 |
| E6 | 8% | 7% | 26% | 42% | 17% | 3.53 |
| E7 | 3% | 6% | 12% | 59% | 21% | 3.92 |
| Officers | 5% | 7% | 49% | 34% | 5% | 3.61 |

Ratings in this area are again less positive than for the item concerning soldiers' performance of regular duties.

l. Question 12: Observance of military courtesy.

| | 1 Much Better | 2 Somewhat Better | 3 Not Changed | 4 Somewhat Worse | 5 Much Worse | Av Rating |
|----------|---------------------|-------------------------|---------------------|------------------------|--------------------|--------------|
| E1-E4 | 9% | 27% | 47% | 13% | 4% | 2.76 |
| E5 | 5% | 12% | 49% | 25% | 9% | 3.21 |
| E6 | 3% | 11% | 19% | 39% | 29% | 3.78 |
| E7 | — | 3% | 18% | 38% | 41% | 4.17 |
| Officers | — | 15% | 17% | 49% | 20% | 3.77 |

Officer and NCO groups tend to feel that observance of military courtesy has declined while they have been assigned to Fort Benning.

m. Question 13: Do you feel that the changes made under the Benning Plan (Project VOLAR) have caused an increase in discipline problems?

| | <u>YES</u> | <u>NO</u> |
|----------|------------|-----------|
| E1-E4 | 13% | 87% |
| E5 | 18% | 82% |
| E6 | 36% | 64% |
| E7 | 44% | 56% |
| Officers | 46% | 54% |

AJIVA

14 June 1971

SUBJECT: Analysis of Opinion Questionnaire VIII (25-26 May 1971)

There is an increase in the tendency to blame VOLAR for deterioration in discipline as rank increases, but in no grade group is this opinion held by as many as half of the group.

4. Summary and Comments. Several points are necessary in order to put the results of this particular add-on questionnaire into perspective:

a. Group E7 consistently gave the worst ratings on this questionnaire. This tendency was also observed in this same group's responses to the VOLAR IV-E questionnaire taken at the same time. Comparison of this group to preceding and following groups of E7s suggests that this group was unusually hostile. A chance effect of this type can occasionally happen in any sampling procedure.

b. The following comment written by an O6 on his questionnaire is instructive in viewing the present results: "Many people blame all changes for the worse on VOLAR. Many of these things, dress, courtesy, were not good anywhere in the Army before VOLAR. VOLAR gets blamed for much that was going on before VOLAR."

c. A previously administered add-on questionnaire (Ref. Memorandum, 23 April) asked respondents to rate various aspects of discipline on a scale from "very poor" to "excellent". Most average ratings fell within the "fair" to "good" range. The way the present questionnaire was worded, an NCO who had witnessed a deterioration of discipline from "good" to merely "fair" would have to indicate that discipline had gotten "somewhat worse".

1 Incl
as


ROBERT G. NIVENS
Captain, Infantry
Evaluation Element

OPINION QUESTIONNAIRE VIII

1. Grade _____

2. I started my current tour at Fort Benning (circle one)

- a. Prior to Sep 1970
- b. Sep or Nov 1970
- c. Dec 1970 or Jan 1971
- d. Feb or Mar 1971
- e. Apr or May 1971

There are a number of statements listed below which cover some parts of Army life at Fort Benning. Please circle one number after each statement to show whether you think that part of Army life has gotten very much better, somewhat better, not changed, somewhat worse, or very much worse since you have been at Fort Benning. Answer each question.

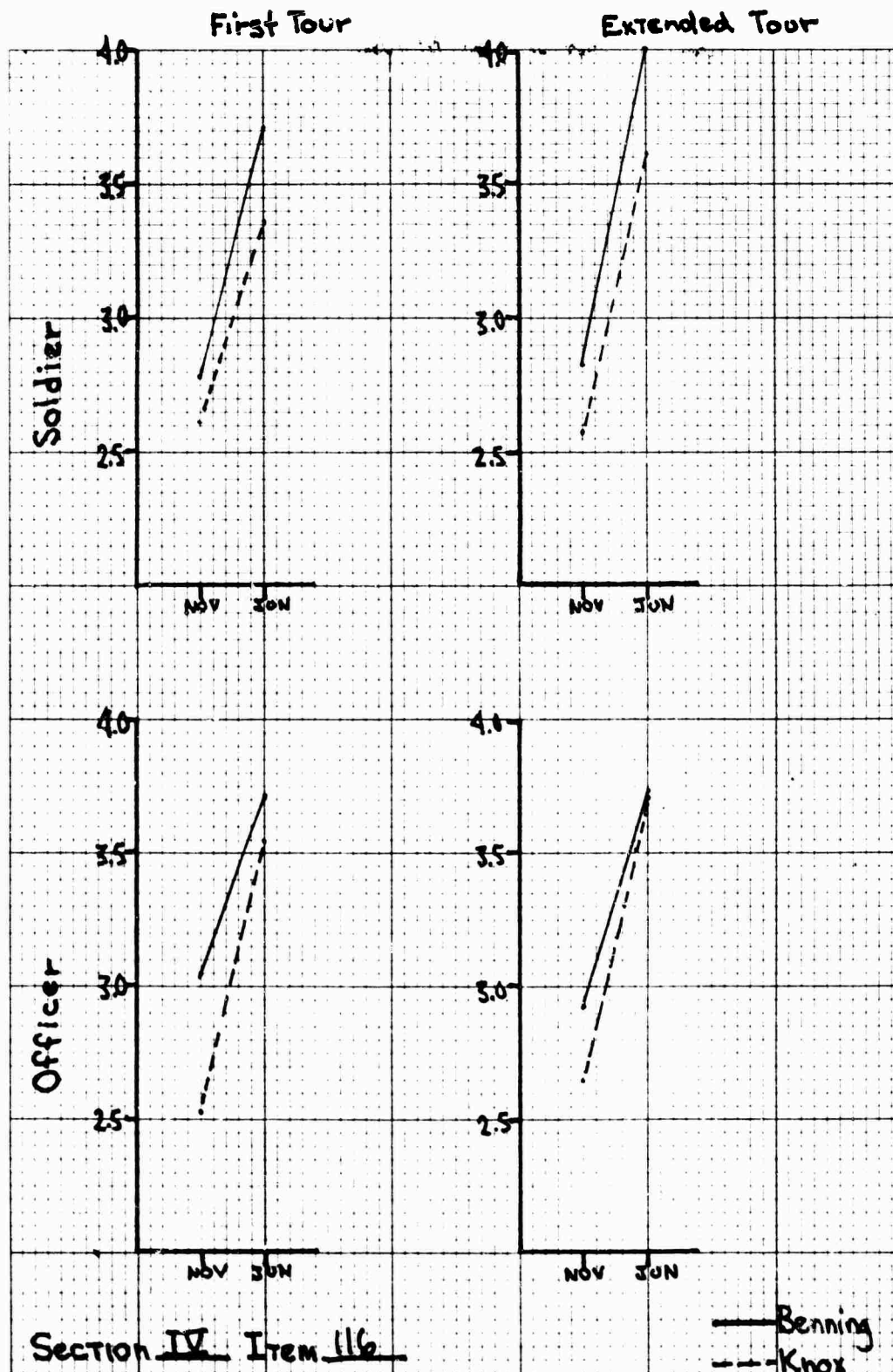
| SCALE: | MUCH BETTER 1 | SOMEWHAT BETTER 2 | NOT CHANGED 3 | SOMEWHAT WORSE 4 | MUCH WORSE 5 |
|---|---------------------|-------------------------|---------------------|------------------------|--------------------|
| 1. Soldiers' attitude toward NCOs. | 1 | 2 | 3 | 4 | 5 |
| 2. Soldiers' attitude toward officers. | 1 | 2 | 3 | 4 | 5 |
| 3. NCOs' attitude toward soldiers. | 1 | 2 | 3 | 4 | 5 |
| 4. Officers' attitude toward soldiers. | 1 | 2 | 3 | 4 | 5 |
| 5. Soldiers' willingness to follow directives from NCOs. | 1 | 2 | 3 | 4 | 5 |
| 6. Soldiers' willingness to follow directives from officers. | 1 | 2 | 3 | 4 | 5 |
| 7. Soldiers' willingness to follow unit directives. | 1 | 2 | 3 | 4 | 5 |
| 8. Soldiers' willingness to keep up their own appearance. | 1 | 2 | 3 | 4 | 5 |
| 9. Soldiers' willingness to keep their living area clean and neat. | 1 | 2 | 3 | 4 | 5 |
| 10. Soldiers' performance of their regular duties. | 1 | 2 | 3 | 4 | 5 |
| 11. Soldiers' willingness to maintain the Army's standard of conduct. | 1 | 2 | 3 | 4 | 5 |
| 12. Observance of military courtesy. | 1 | 2 | 3 | 4 | 5 |

13. Do you feel that the changes made under the Benning Plan (Project VOLAR) have caused an increase in discipline problems?

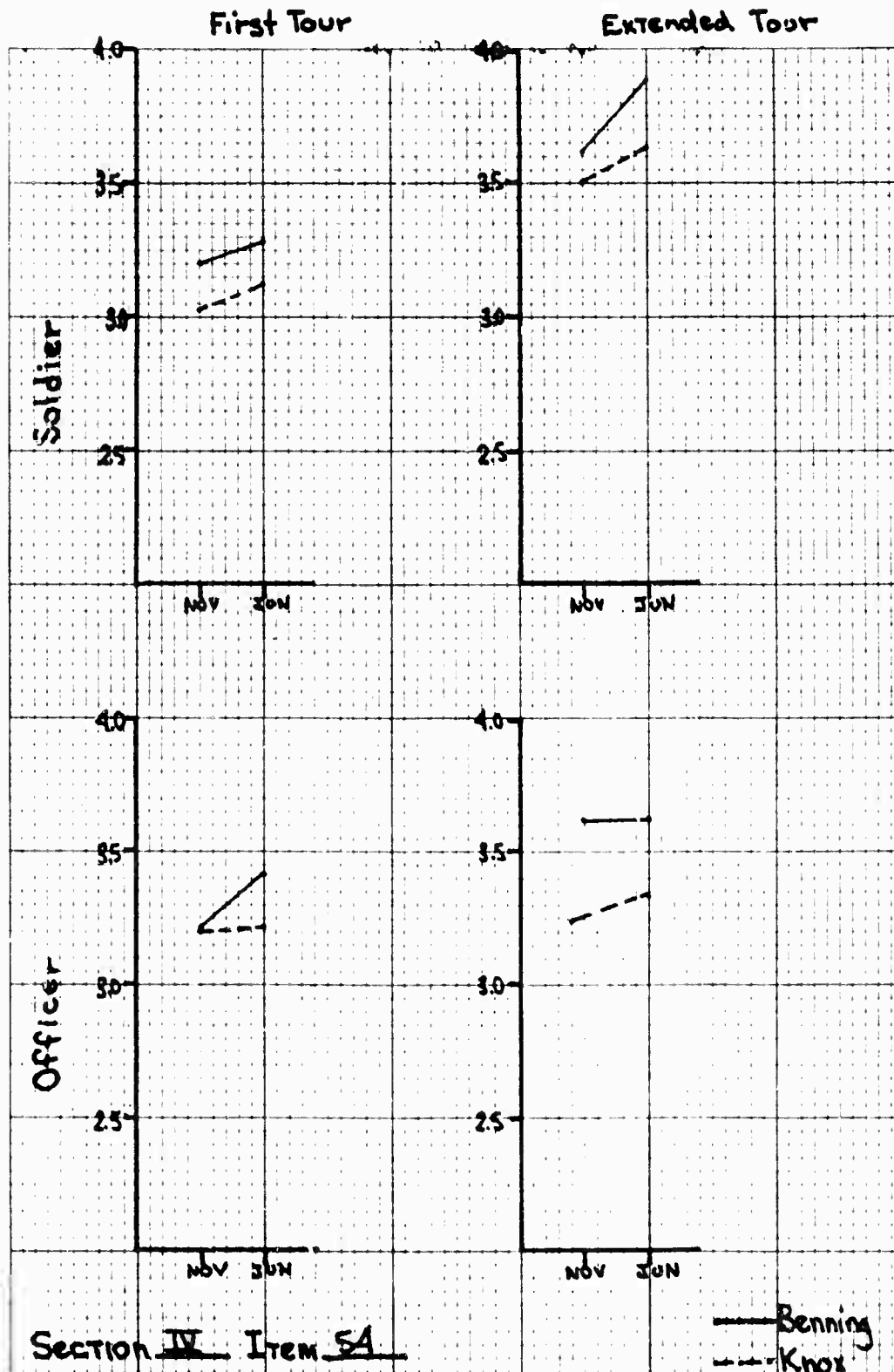
_____ YES _____ NO

14. If you answered "YES" to the above question, please give some specific examples. Omit any names or unit designations.

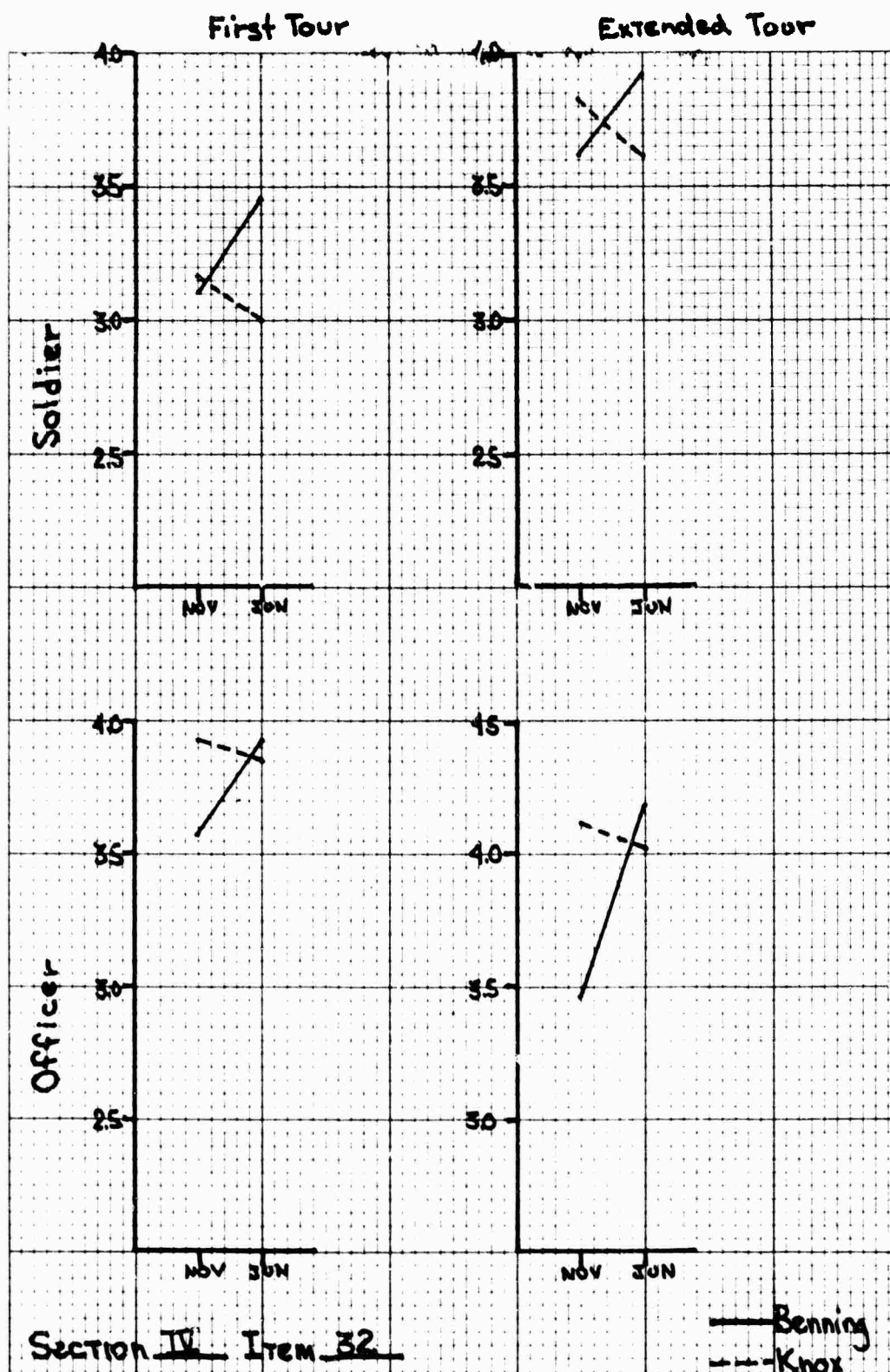
116. Shuttle bus service on post.



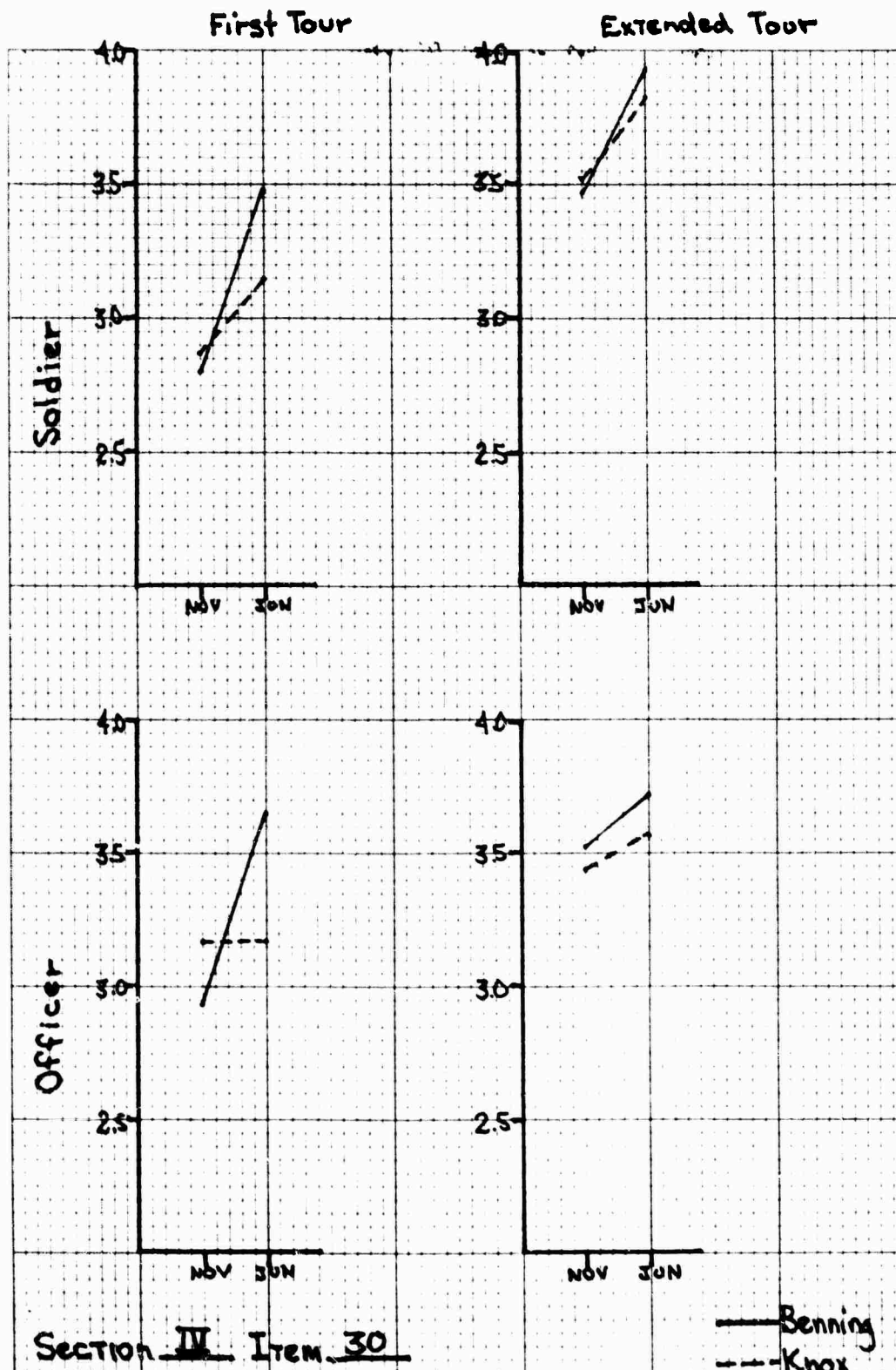
54. Assistance offered for drug problems.



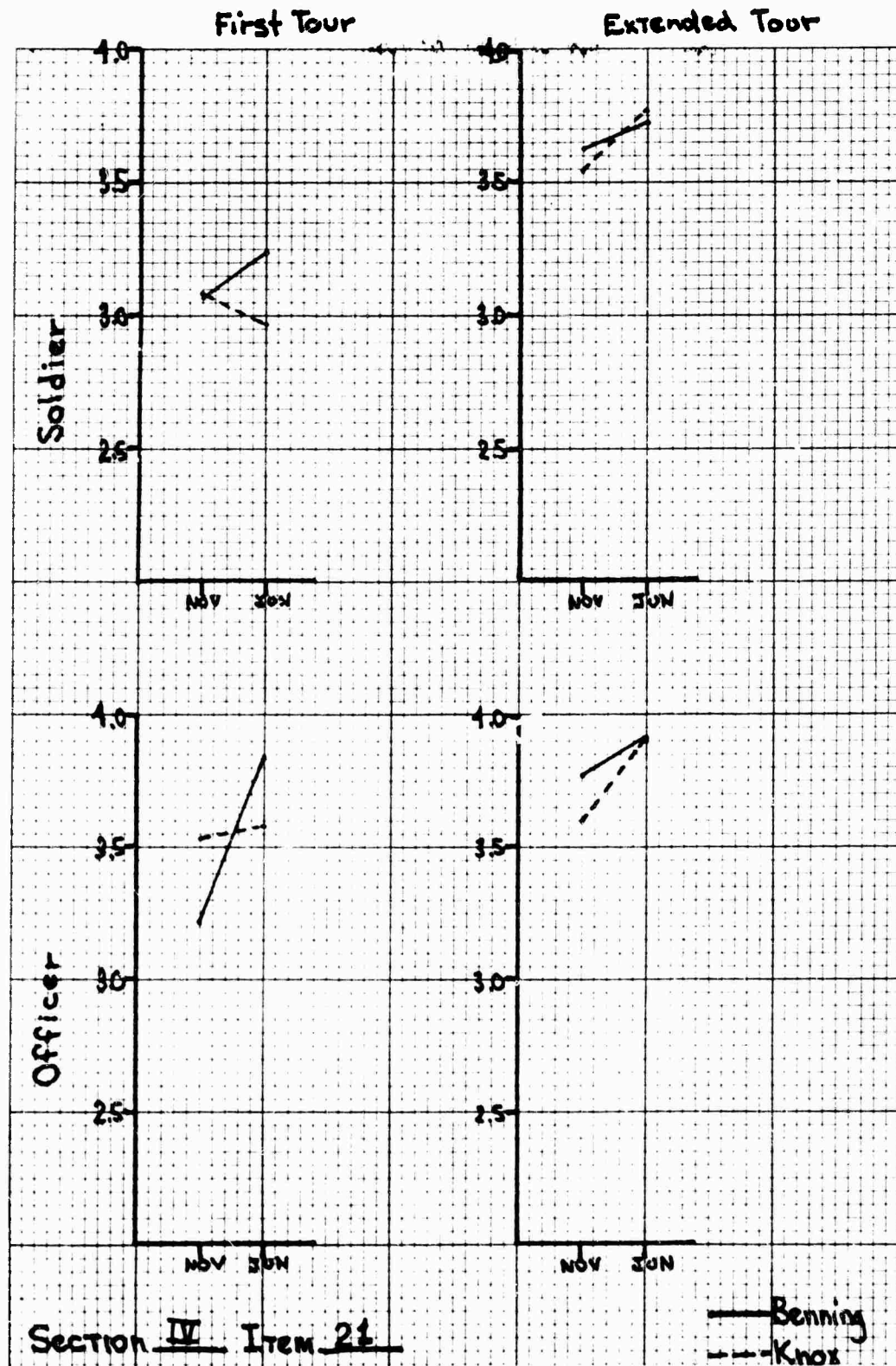
32. The policies regarding the wear of shirt without blouse in the administrative area of all buildings.



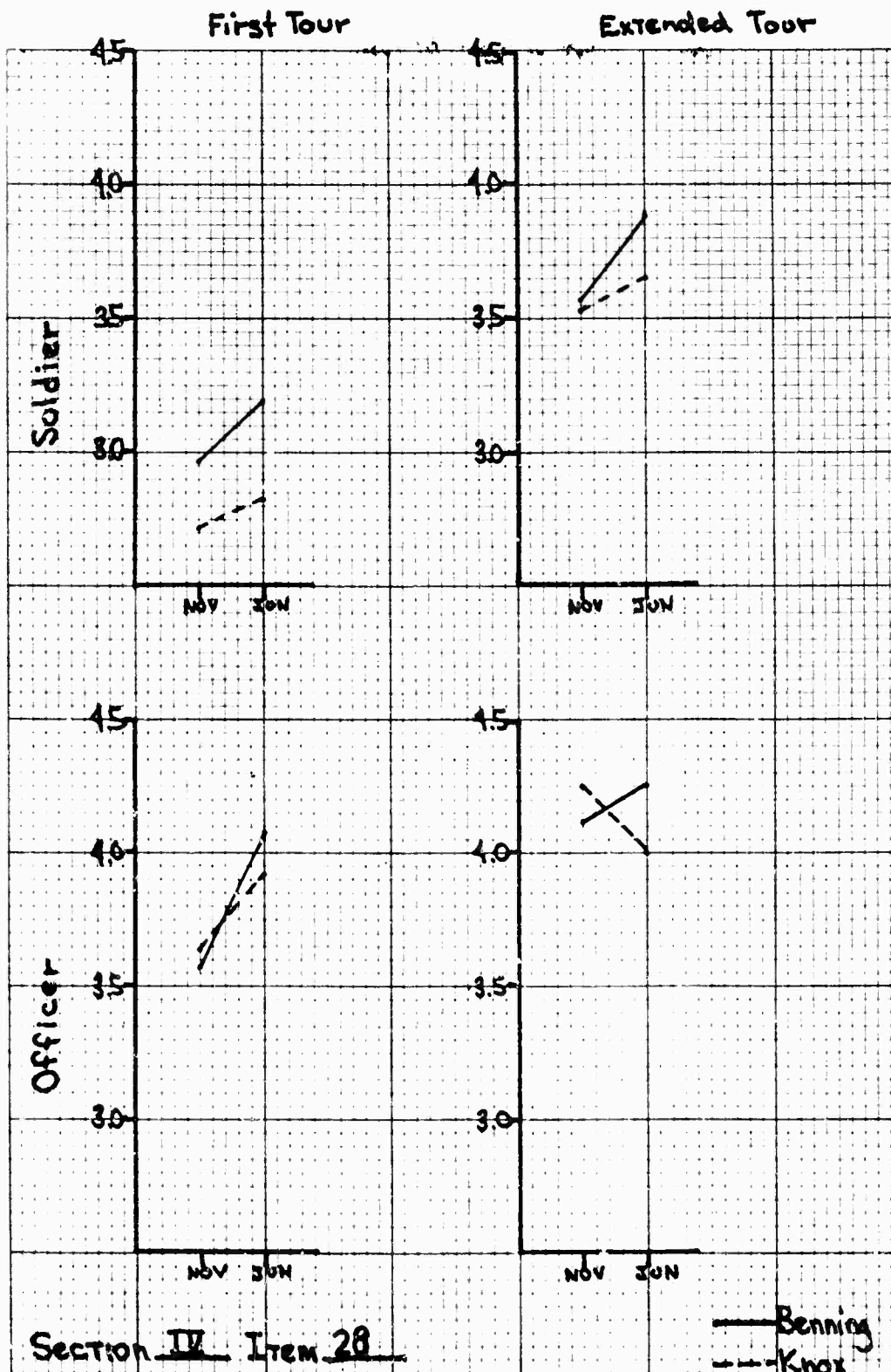
30. Current requirements to salute when either/or both persons are riding in a vehicle, or when either/or both persons are wearing civilian clothes.



21. The amount of duty time provided me to prepare for inspection.



28. My commander's attitude towards individuals who visit the IG.



TAB C

TAB C

SUMMARY AND PROGRESS ANALYSIS OF FORT BENNING MVA PROJECTS

Progress of Non-funded Projects Initiated at Fort Benning

ACTION: Section II, Item 1. Establish a quality control system with a full-time quality control officer in each major unit reporting to the unit commander.

a. IMPLEMENTATION: Action agency: C/S. All major unit commands appointed quality control officers to act as a coordinating agency between subordinate units and the VOLAR Control Group and to monitor full time the implementation of the Benning Plan. The quality control officer's job consisted of preparing studies, progress and status reports on all phases of the Benning Plan; evaluating and forwarding suggestions from units to VOLAR for further evaluation; and maintaining liaison with unit commanders and staff to determine success in implementation of the Benning Plan. This officer also kept his commander informed as to all recent developments and changes in the VOLAR program. Due to the expansive nature of the quality control officer's job, some commands assigned officers to assist him in monitoring the test program.

b. REMARKS: Command response expressed a most favorable attitude toward the quality control system as a coordinating agency in the VOLAR program. The quality control officer was effective as a source of interpretation to officers, NCOs and soldiers alike and listened to problems, ideas and suggestions in order to enhance the scope of the MVA program.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 2. Take appropriate action to slow down work pace. Establish realistic suspense dates, eliminate Saturday, Sunday and holiday duty requirements to extent possible.

a. IMPLEMENTATION: Action agency: C/S. Implementation of this item resulted in a post-wide effort to establish work loads, priorities and suspense dates to enable personnel to perform their duties with a minimum loss of off-duty time.

b. REMARKS: This action has been very well received. As a result of the reorganization of USAIS POIs to eliminate weekend training and the emphasis at Fort Benning on achieving a five-day work week, most personnel now have Saturdays, Sundays and holidays off. However, problems were encountered during the FY 71 test period as a result of short suspense requirements being received from higher headquarters.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 3. Eliminate "hurry up and wait." Commanders at all levels must make a constant effort to plan ahead. Don't overreact to VIPs.

a. IMPLEMENTATION: Action agency: C/S. A command letter was published on 27 November 1970 directing implementation of this item. Units on post revised their operation as necessary to reduce long lines and nonproductive waiting time to a minimum.

b. REMARKS: Command response indicates that while unforeseen changes in plans may occasionally result in wasted time, soldiers realize and appreciate the preparations that are being made to overcome unnecessary delays in this respect. Showing consideration for the soldier in this manner often increases his performance and his willingness to cooperate. Continued emphasis placed on the planning aspect of management has resulted in improved command-soldier relationships.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 4. Have PX remain open until 2100 hours at least one or two nights a week.

a. IMPLEMENTATION: Action agency: DPCA. Beginning 7 January 1971, the Main Complex extended its operating hours on Thursday and payday until 2100. Based on hourly sales and customer counts which showed a dramatic drop in usage after 2000 hours, the extended hours were revised effective 25 May 1971. The Main Complex now remains open until 2000 hours on Tuesday, Thursday and payday.

b. REMARKS: The fact that total sales in the Main Complex have averaged \$2500 per hour indicates widespread customer usage of all facilities during extended hours. This action has provided service members and their dependents with shopping hours comparable to the civilian community.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 5. Conduct a customer relations course for all PX employees and DA civilians who deal in services.

a. IMPLEMENTATION: Action agency: DPCA. An intensive Customer Relations Program was developed on a continuing basis to train new PX employees and retrain present employees in the importance of courtesy and service to the customer. To augment this program, several training aids such as a booklet entitled, "Courtesy in Retail Stores", have been distributed to all PX employees. The Civilian Personnel Office integrated a two-hour block of instruction on customer relations into the quarterly Basic Supervisors' Course and the Middle Managers' Course. A periodic course is also given to Commissary personnel.

b. REMARKS: Command response indicates that a better working relationship has been created between employees and military personnel. Employees of PX facilities have become more courteous and helpful and customers have appreciated this treatment. Service has become quicker and more efficient with a mutual understanding and respect between employees and soldier customers.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 6. Add a fabric shop and sewing center at the PX.

a. IMPLEMENTATION: Action agency: DPCA. A PX Fabric and Kiddie Shop was opened across from the Main Commissary on 1 February 1971. An exception to AR 60-20 was granted which has enabled this CONUS facility to sell bolt fabrics. In addition, the Special Order Department was moved into this exchange.

b. REMARKS: Command response indicates a most favorable acceptance from military personnel and their dependents. This is evidenced by the fact that the sale of baby furniture has doubled, the business of the Special Order Department has tripled, the PX was forced to add 600 square feet of sales area to accommodate customers, and the shop is averaging sales of \$55,000 per month.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 7. Initiate a part-time quality control group to conduct unannounced visits to service facilities to insure that courteous, quality service is being given to customers, and to report deficiencies.

a. IMPLEMENTATION: Action agency: DPCA. A group was organized consisting of a field grade officer, a company grade officer and an NCO to make unannounced visits to facilities rendering service to the public. The personnel in the Service Facilities Quality Control Group were provided by DIO and DPCA.

b. REMARKS: The major commands report that this action is highly favored and since the implementation of this and other services oriented items, there has been a measurable improvement in the attitude of civilian employees who staff post service facilities.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 8. Refer to enlisted men as "soldiers" rather than "EM."

a. IMPLEMENTATION: Action agency: DPCA. The major unit commands implemented this action through command and staff meetings, directives and personal contact.

b. REMARKS: The command response in varying degrees expresses that this action has had virtually no pronounced effect. Most soldiers do not hold the term EM to be demeaning; in fact, some prefer the immediate distinction. The action was considered by most personnel to be so insignificant it detracted from the overall effectiveness of the VOLAR program. The general consensus emerges that we are all "soldiers", regardless of rank, and that the presently used terms of officer, NCO and EM are necessary for categorical understanding and should continue to be used.

c. This action was implemented, evaluated and determined to have been insignificant, therefore, it will not be carried into the FY 72 program.

ACTION: Section II, Item 9. Eliminate the requirement at Fort Benning to wear hats in POVs.

a. IMPLEMENTATION: Action agency: DPCA. This action has been implemented by para 1-8, AR 670-5; para 3g, USAIC Circular 600-67; staff meetings; and disseminated in command information classes in all major commands.

b. REMARKS: Command response indicates that the requirement to wear hats in POVs was an unenforceable irritant and often created a safety hazard when obeyed. Although this is not a high impact action, it has been favorably received.

c. This action will not be retained in the FY 72 test program because it is currently authorized by paragraph 1-8, AR 670-5.

ACTION: Section II, Item 10. Initiate an optional civilian dress policy for personnel who work on Saturday (except where duties necessitate wear of the uniform).

a. **IMPLEMENTATION:** Action agency: DPCA. Authority to wear civilian clothing when required to work on Saturdays, Sundays and holidays was published in USAIC Circular 600-67 on 4 December 1970. Some problems arose because of varying interpretations of the wording of the initial announcement. A specific definition (i.e., duty personnel and personnel who meet the public) of who may or may not be required to wear a uniform when required to work was published in Change 7 to USAIC Circular 600-67 on 2 April 1971.

b. **REMARKS:** Command response indicates that soldiers appreciate the benefit of this action. Allowing individuals to wear civilian clothes on weekends and holidays helps create a more casual atmosphere for soldiers who must work and, when they are finished, permits them to continue their off-duty activities with the least amount of delay.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 11. Permit wear of shirt without blouse in administrative areas of all buildings.

a. **IMPLEMENTATION:** Action agency: DPCA. This action was implemented in USAIC Circular 600-67, 18 January 1971.

b. **REMARKS:** The major commands report that this item has been favorably received. It allows personnel to work in comfort and has eliminated an insignificant but often irritating requirement.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 12. Make optional the wear of badges, etc., on the fatigue uniform; require only rank, branch insignia, US Army tape, name tape and unit patch. Make wear of such items optional to the individual.

a. IMPLEMENTATION: Action agency: DPCA. This action was incorporated into USAIC Circular 600-67.

b. REMARKS: The response to this action has been favorable. This was not a high impact item, but to the soldier it represents the elimination of another potential form of harassment.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 13. Allow soldiers to take refreshments into all areas of the service clubs.

a. IMPLEMENTATION: Action agency: DPCA. Implementation consisted of removing signs within service clubs that prohibited consumption of food and drink in all areas except the game rooms.

b. REMARKS: The initial impact of this action was favorable. More recently, some commanders have reported that spillage and litter are becoming a problem. The hire of three recreational aides (see costed Item 22-OMA) should alleviate this problem.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 14. Direct that unit weekend and holiday detail rosters be published at least 3 days in advance.

a. IMPLEMENTATION: Action agency: DPCA. This action was incorporated into USAIC Circular 600-67, 18 January 1971, and displayed on unit bulletin boards throughout the commands.

b. REMARKS: The reaction from major commands is favorable. The soldiers appreciate being able to plan ahead for weekends and holidays without having to worry about last-minute commitments.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 15. Provide compensatory time off during the week for personnel required to perform weekend details.

a. IMPLEMENTATION: Action agency: DPCA. This action was incorporated into USAIC Circular 600-67 and further disseminated through command/staff meetings, directives and command letters.

b. REMARKS: The major commands report that this item has been very well received. Soldiers are less unhappy about having to perform weekend details if they know that they will be compensated; consequently, morale and efficiency increase and the soldier's relationship with his commander often improves.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 16. Establish policies and procedures that eliminate the practice of waking soldiers for morning clean-up when they are off duty. (This applies to soldiers who are on pass, receiving compensatory time, etc.)

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented by USAIC Circular 600-67. Units whose soldiers do not yet live in cubicles/rooms had some problems which were only partially solved by using a system of cards taped on or next to bunks to identify those personnel who should not be awakened.

b. REMARKS: The major commands indicated that the reaction to this item has been highly favorable. Completion of the partition project will enhance the effectiveness of this action.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 17. Permit soldiers to have beer in barracks.

a. IMPLEMENTATION: Action agency: DPCA. Approval for this action was obtained from DOD on 11 January 1971. An exception was made to AR 60-20, Chapter 4, paragraph 166, which permitted the sale of beer through vending machines. A contract was awarded the Vendo Company of Kansas City, Missouri, on 27 January to enable the Fort Benning Exchange to lease up to 115 beer vending machines. Installation began on 15 February and to date 91 beer vending machines have been installed in selected dayrooms, orderly rooms and mess halls.

b. REMARKS: The introduction of 3.2 percent beer in the barracks has been favorably received by both soldiers and commanders. The soldiers enjoy the added convenience of being able to buy beer without going to clubs or off-post, and the idea that the Army is willingly giving them the responsibility to maintain their sobriety without restriction has created a receptive atmosphere among the soldiers. The subordinate commands are favorably inclined toward this action as it has enhanced the concept of accepting the soldier as a mature individual. The confidence demonstrated in him is evidenced in the fact that no disciplinary problems directly attributable to beer in the barracks have been reported since beer sales began in January 1971. However, even with the favorable response, beer sales have been lower than anticipated, particularly in the mess halls where there is a wide variety of beverages from which to choose. As for the beer vending machines in the dayrooms, sales are not meeting the AAFES requirement that each machine be economically self-sustaining. AAFES requires removal or relocation of a machine if its gross sales are less than \$200 (approximately 800 cans) per month. Presently 41 of 91 beer vending machines on this installation are below this requirement. In view of the favorable response created by the sale of beer, Fort Benning will continue to sell beer in the unit areas through the use of beer vending machines in accordance with AAFES policies. In the event vending machines are not economically feasible, commanders will be required to provide manual sale of beer in the unit area.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 18. Eliminate reveille. Establish first daily formation to be work call. Allow soldiers to report to work under their own responsibility. Command muster as required.

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented by USAIC Circular 600-67, 4 December 1970.

b. REMARKS: Command response indicates a highly favorable attitude toward this action. It has allowed the soldier to utilize his time more productively and being treated as an adult has increased his morale.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 19. Eliminate bed check requirement for all units, mission permitting.

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented by USAIC Circular 600-67, 18 January 1971, through command/staff meetings and directives, with a single exception applying to OCS and NCOC students.

b. REMARKS: Command response indicated that this policy is especially popular among the younger soldiers who are now less critical of the double standard being applied to those residing in private quarters as opposed to those living in billets. Relaxing this restrictive measure has allowed the individual to take maximum advantage in scheduling his activities and presenting himself as a trustworthy member of the organization he serves.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 20. Eliminate sign-in/sign-out requirements at company level (except for those required for morning report entries).

a. IMPLEMENTATION: Action agency: DPCA. This item was implemented by inclusion in USAIC Circular 600-67 on 4 December 1970. Also, AR 210-10, which covers the sign-in/sign-out sheet, was changed effective 1 February 1971 to require that sign-in/sign-out be done only when going on leave, PCS, TDY, ETS, etc.

b. REMARKS: The major commands state that soldiers have accepted the responsibility placed on them by this action very well. To most soldiers the requirement to sign in and out except for PCS, TDY, ETS, etc., was an unnecessary irritant. Its elimination was well received.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 21. Remove restrictions on travel during off-duty time.

a. IMPLEMENTATION: Action agency: DPCA. This action was originally directed by USAIC Circular 600-67 on 4 December 1970. Guidance was further clarified by the publication of Change 4 to USAIC Circular 600-67 on 4 March 1971.

b. REMARKS: The major commands reported that soldiers have accepted the responsibility placed on them by the elimination of travel restrictions very well. A few soldiers still return late from weekend and three-day passes, but to date these incidents have been no more frequent than they were before the distance limitation was lifted.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 22. Eliminate the requirement for use of the Armed Forces Liberty Pass for overnight passes during normal duty week.

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented through directives, command/staff meetings and USAIC Circular 600-67.

b. REMARKS: This action has increased the freedom and responsibility of the individual and reduced the units' administrative work load. No problems attributable to this action have been identified.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 23. Eliminate mandatory quotas for the suggestion awards program.

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented in USAIC Circular 600-67, through directives, command/staff meetings and policy letters.

b. REMARKS: Response from the major commands indicates that this action has been well received. Although the number of suggestions received dropped sharply during the final quarter of FY 71, it is felt that the overall quality of suggestions received has improved.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 24. Eliminate coercion in fund drives, savings bond campaigns, etc., by establishing campaign organizations which do not parallel existing chains of command.

a. IMPLEMENTATION: Action agency: DPCA. The peer system was used in the fund drive for the new National Infantry Museum and in the joint fund campaign for the National Health and International Service Agencies. During these solicitations, AR 600-29, Fund-raising Within The Department of the Army, was applied without modification.

b. REMARKS: A highly favorable response was received from all major commands. Both fund drives were considered successful, as the museum campaign exceeded its goal of \$60,000 and the per capita gift of contributions to the National Health Agencies was \$.69 as compared to \$.62 one year ago. It was found that while the peer system is an effective means of minimizing coercion, it is somewhat unwieldy. In the future, this system will probably be modified to make limited use of existing organizations. Also, it was noted that some soldiers who have been coerced heavily in the past remained suspicious and defined all attempts to solicit contributions from them during the above mentioned campaigns as coercion. This attitude should improve with time.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 25. Change saluting requirements to (1) eliminate the requirement to salute passengers in POVs; (2) eliminate the requirement to salute when either or both persons are wearing civilian clothes.

a. IMPLEMENTATION: Action agency: DPCA. This action was incorporated into USAIC Circular 600-67, published on 18 January 1971. On 28 January 1971, Change 2 to AR 600-25 was published, making this Army policy.

b. REMARKS: The major commands report that the elimination of these two problem areas has helped to improve young soldiers' attitudes toward military courtesy in general. Initially, some personnel expressed the fear that this action would cause a wider disregard for military courtesy, but this has not happened.

c. This action will not be retained in the FY 72 test program because the requirement to salute passengers in POVs and persons in civilian clothes has been eliminated by Change 2, AR 600-25.

ACTION: Section II, Item 26. Permit the wearing of duty uniform off-post.

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented by USAIC Supplement 1 to AR 670-5, directives and policy letters.

b. REMARKS: Command response exhibits a favorable attitude to this action. Military personnel have appreciated the convenience of conducting personal affairs and business off-post in their duty uniform. The appearance of the uniform in the civilian community has been found to be as presentable as the average civilian attire.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 27. Do not require detail personnel to arrive for duty earlier than they are needed. Whenever military personnel are required, commanders must insure that appropriate schedules are established and followed.

a. IMPLEMENTATION: Action agency: DPCA. Major commands implemented this action through directives, command/staff meetings and USAIC Circular 600-67.

b. REMARKS: Command response indicates that prior planning by responsible personnel has eliminated unnecessary waiting time for detail personnel and permitted soldiers to properly plan their leisure time. The action gives the soldier a better attitude and enables him to keep the proper perspective about the Army.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 28. Review and revise regulations to clarify guidance on awards to insure subordinates know that an individual doesn't have to be above a certain grade to be eligible for an award.

a. IMPLEMENTATION: Action agency: DPCA. Guidance on awards was changed as required by publication of Change 3 to USAIC Circular 672-1 and included in a paragraph of USAIC Circular 600-67.

b. REMARKS: The above mentioned circulars stated that criteria for service awards do not discriminate strictly according to rank. This insures that lower ranking personnel have the opportunity to receive awards appropriate to their level of responsibility and job performance.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 29. Provide training for unit administrative personnel in order to expedite processing of hardship discharge and compassionate reassignment requests.

a. IMPLEMENTATION: Action agency: DPCA. On 18 January 1971 the Educational Development Section began a twenty-hour course of instruction entitled, "Personnel Actions Procedures Course", which included the following subjects: Hardship/Dependency Discharges, Compassionate/Permissive Reassignments, Exchange Assignments, and Deferments from Overseas Assignments.

b. REMARKS: Commands feel the courses conducted have proven beneficial to the students enrolled. A total of approximately 150 students have completed the course. Units report that the reference handbook provided has served as a good reference for administrative personnel after they have completed the course. The soldier feels a greater interest in his personal welfare is being taken when personnel are certain of proper procedures and are responsive to his problems.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 30. Insure that soldiers are informed of procedures for lodging complaints against local businesses with the Armed Forces Disciplinary Control Board and the Better Business Bureau.

a. IMPLEMENTATION: Action agency: DPCA. Implementation of this action has been achieved by publishing notices in the USAIC Daily Bulletin, distributing copies of the Better Business Bureau Bulletin, directives, newsletters and seminars. Due to personnel turnover, this information must be published on a continuing basis.

b. REMARKS: This action informed soldiers of the procedures and steps to follow in lodging complaints against local businesses. Soldiers appreciate knowing that there is a means of lodging complaints against offenders.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 31. Emphasize the use of accelerated promotions as an incentive for soldiers. Publicize accelerated promotions.

a. IMPLEMENTATION: Action agency: DPCA. A Command Information Fact Sheet was published in January 1971 and an article containing essentially the same information was published in the BAYONET. A request for an increased percentage of accelerated promotions was disapproved by DA.

b. REMARKS: This item has proven counterproductive. Soldiers erroneously expected this item to generate more promotions, however, allocations for all normal E4 and E5 promotions were received at less than one-half the number needed during the period January through June 1971. Due to this severe shortage of allocations, it was unrealistic to consider individuals for even the authorized two percent accelerated promotions. As a result, this item has generated a negative reaction. The recent centralization of E5 promotions by DA has limited Fort Benning's control of accelerated promotions to E5.

c. This action will not be retained in the FY 72 test program due to the fact that the request for an increased percentage of accelerated promotions was disapproved by DA.

ACTION: Section II, Item 32. Conduct additional dances and other activities for unmarried enlisted men in service clubs and invite high school seniors and college age girls to attend.

a. IMPLEMENTATION: Action agency: DPCA. The Service Club held dances every second and fourth Friday night, monthly, during FY 71. The Armed Services YMCA and USO supported this program by providing hostesses. Dance bands were booked for these occasions. Due to the fact that hostesses were not available for as many dances as desired, square dancing was exploited to ascertain interest. Sixteen programs were scheduled with a square dance instructor.

b. REMARKS: The soldiers in the major commands are greatly in favor of this action as evidenced by the average attendance figures at each dance. Soldier attendance has averaged 309 whereas the square dances and instructional periods have averaged 25 personnel. The program has done much to improve morale and it brings the young people of the community together with the young soldier in a wholesome atmosphere.

c. This action will be retained in the FY 72 test program, contingent upon the availability of funds and hostesses from the YMCA and USO.

ACTION: Section II, Item 33. Initiate informal, small group discussions of unit activities at all levels.

a. IMPLEMENTATION: Action agency: DPCA. This action was incorporated by Change 3 to USAIC Circular 600-67 and also implemented through directives, command/staff meetings and seminars.

b. REMARKS: Command response indicates a favorable attitude to this action. It has provided the soldier with the opportunity for direct communication with his commander and gives the commander a chance to identify problems before they become serious.

This action will be retained in the FY 72 test program.

ACTION: Section II, Item 34. Establish Junior Soldiers' Councils (similar to Junior Officers' Councils) under control of post CSM and Chief of Staff, USAIC.

a. IMPLEMENTATION: Action agency: DPCA. USAIC Circular 600-71, published 6 January 1971, directed the establishment of soldiers' councils down to battalion level and established policy and organization for the Post Council. Councils were established at levels below battalion level at the discretion of the unit commander. The Post Council met for the first time on 22 January 1971.

b. REMARKS: The response from the major commands to this action has been highly favorable. Many of the subordinate unit councils have been extremely successful in helping the commander to identify and deal with problems. Soldiers, especially those who have had the opportunity to participate or have seen their ideas implemented, feel that they have a direct link with the highest levels of command at Fort Benning.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 35. Institute mandatory counseling at least once during each six month period and when efficiency reports are rendered for junior leaders through grades O3 and E6.

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented by USAIC Supplement 1 to AR 623-105. Major commands further disseminated this action through policy letters, seminars and command/staff meetings.

b. REMARKS: Response from the major commands indicates a high regard for this item of the Benning Plan. It enhances career development and insures that junior leaders are aware of their promotion potential. Junior leaders wish to be informed of their job performance and efficiency evaluation.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 36. Consolidate at brigade/battalion level as many company level additional duties to officers as is possible.

a. IMPLEMENTATION: Action agency: DPCA. This item was implemented by a notice in the DB on 4 December 1970, directing the attention of all commanders to AR 1-27, Elimination of Non-mission Related Functions at Company Level, and a letter to major commands dated 13 January 1971 requiring the submission of a report showing which duties had been consolidated above company level.

b. REMARKS: This action has allowed officers at company level to devote more time to their primary missions; in effect, a more efficient utilization of officer manpower resources. The action has been well received by all major commands.

c. This action will not be retained in the FY 72 test program because consolidation of additional company level duties is currently directed by AR 1-27.

ACTION: Section II, Item 37. Eliminate requirement for OBV-2 officers to purchase Army blue uniform and the requirement for it to be worn at social functions by officers under grade of captain. Permit the wear of the Army green uniform or civilian clothing as a substitute. (Also, study possibility of eliminating Army blue uniform completely.)

a. IMPLEMENTATION: Action agency: DPCA. Department of the Army approved this action for testing purposes in December 1970. It was implemented by Change 1 to USAIC Circular 600-67, dated 26 January 1971.

b. REMARKS: Reaction to this action was mixed. The opinion of non-career oriented junior officers is favorable toward this action because it is a monetary saving on an item they might have the opportunity to wear only once or twice in two years. The opinion of many commanders, on the other hand, disagrees with this policy as they feel that if a junior officer utilizes his clothing allowance judiciously, he will be able to purchase his uniforms and meet his social obligations without undue expense. This action has developed a line between traditions in the Army and unnecessary burdens on the young officer. A continued analysis of this item will be conducted in FY 72 to permit a more effective evaluation.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 38. Provide an Officers' Club facility geared toward the single IOBC student and other unmarried junior officers.

a. IMPLEMENTATION: Action agency: DPCA. The Lawson Field Officers' Club Annex was reopened on 6 January 1971 and heavily advertised as oriented toward unmarried junior officers. Rock bands were hired to play throughout the week and many other attractions were offered designed for the single officers; however, attendance has been consistently poor throughout the test period. The average daily attendance was below 50 persons per day and the club has averaged approximately a \$1000 loss per month.

b. REMARKS: Due to lack of interest and participation, the Lawson Field Annex was closed on 1 July 1971.

c. This action will not be retained in the FY 72 test program because it has been implemented, evaluated and deemed unsuccessful, both toward the goal of the MVA and sound budget management practices.

ACTION: Section II, Item 39. Authorize construction of a new Cocktail Lounge on existing porch of FBOOM/Supper Club.

a. IMPLEMENTATION: Action agency: DPCA. Prior to starting construction an approval for exception to existing space criteria is required by DOD. At this time, the request for exception has not yet been acted upon by DOD.

b. REMARKS: None.

c. This action will be retained in the FY 72 test program if space criteria is approved.

ACTION: Section II, Item 40. Authorize construction of a service bar addition to FBOOM/Custer Terrace Annex.

a. IMPLEMENTATION: Action agency: DPCA. Prior to starting construction an approval for exception to existing space criteria is required by DOD. At this time, the request for exception has not yet been acted upon by DOD.

b. REMARKS: None.

c. This action will be retained in the FY 72 test program if space criteria is approved.

ACTION: Section II, Item 41. Insure pressure is not put on military wives to join wives' clubs, attend coffees, etc. This could be covered in the initial arrival orientation.

a. IMPLEMENTATION: Action agency: DPCA. This action was incorporated into USAIC Circular 600-67 and emphasized in the ACS Welcome Center briefing for wives.

b. REMARKS: This action has promoted a better attitude toward the military among military wives and in some cases has led to more willing participation in social functions. All commands responded favorably toward this action.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 42. Initiate a general orientation program for wives of military personnel, to include briefing on service activities, distribution of an informative pamphlet, explanation of post organization and missions, and services available at Martin Army Hospital.

a. IMPLEMENTATION: Action agency: DPCA. Prior to the opening of the Welcome Center members of the ACS Volunteer Corps provided orientations to wives on three topics: characteristics of Army living, activities and services available at Fort Benning, and Army Community Service. All orientations are now being presented in the Welcome Center, which opened 19 May 1971. An information packet is distributed during the audio-visual orientation. A presentation of medical services at MAH and CHAMPUS benefits is available upon request through the Registrar Division.

b. REMARKS: Command response indicates a favorable reaction to this action. Through this action wives have been able to learn more about Army life and the Army community within which they live. They are able to develop a better understanding of the military system and assist their husbands in their career pursuits. To date, there have been 17 orientations presented at the Welcome Center to a total of 200 wives and military personnel. At times, attendance has been extremely low at unit presentations and continued efforts to encourage individuals to partake of these services have been unsuccessful. This orientation program will continue to be made available for all interested personnel.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 43. Insure distribution of information packets on location and hours of operation of post facilities to all incoming personnel.

a. IMPLEMENTATION: Action agency: DPCA. USAIC Pamphlet 608-1, Fort Benning Activities and Services Directory, was published and made available on 24 March 1971. This pamphlet was distributed in ACS welcome packets.

b. REMARKS: Command response indicates the information packet has had a highly favorable effect on incoming personnel. Approximately 1800 pamphlets and welcome packets are distributed monthly to new arrivals and military units on post. The packets have proven beneficial in adapting newcomers to Fort Benning and assisting new families with their adjustment to Army life.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 44. Provide detailed information on personnel policies, pay and benefits to all military personnel on a regular basis.

a. IMPLEMENTATION: Action agency: DPCA. Information is published periodically in expanded DB notices, the BAYONET, the Personnel Newsletter, Command Information Fact Sheets and Reenlistment Publications.

b. REMARKS: The major commands report that this action has had a highly favorable response. Accurate, timely and up-to-date information on all areas of service life can be crucial to a program such as the MVA test. Furthermore, important information must be republished periodically because of personnel turnover and to insure wide circulation.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 45. Establish a more viable program of communications between civilian and military police.

a. IMPLEMENTATION: Action agency: DPCA. At this time, a military police station is operated 24 hours a day at the local Columbus Police Department. From time to time, military police work with their counterparts in Columbus. CID agents and MP investigators conduct frequent liaison with both the Columbus Police Department and the Phenix City Police Department. The Provost Marshal is president of two local police associations which meet monthly for the purpose of communicating and passing on information of mutual and general interest. The military police maintain close liaison with all state and federal law enforcement agencies.

b. REMARKS: This program provides for a closer working relationship and a much better understanding between the working military policeman and his civilian counterpart. It opens up an exchange of ideas between the two parties which has proven beneficial to both Fort Benning and Columbus, GA.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 46. Schedule post athletic teams to play against local amateur civilian teams.

a. IMPLEMENTATION: Action agency: DPCA. Exhibition basketball games were scheduled between post teams, amateur civilian teams and Columbus College by USAIC Special Services.

b. REMARKS: Command response is favorable toward this action. It has improved community relations, morale and unit pride. The initial drawback to this action was in scheduling games as most civilian teams had already finalized their schedules. Consequently, games were played on an "as available" basis. Earlier scheduling in FY 72 will remedy this situation.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 47. Permit pen-and-ink changes to be made on typewritten paper work if the corrections are understandable (on paper work not going outside of installation headquarters).

a. IMPLEMENTATION: Action agency: DPCA. Prior to implementation this procedure was authorized by AR 340-15. To reemphasize this item the action was published in the daily bulletin, LOIs, policy directives and through command/staff meetings.

b. REMARKS: The commands are in favor of this action as it enables them to make more effective use of valuable time and eliminates duplication of effort.

c. This action will not be retained in the FY 72 test program because pen-and-ink corrections are currently authorized by AR 340-15.

ACTION: Section II, Item 48. Personnel services offices to be staffed during the lunch period.

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented by USAIC Circular 600-67. Continuous service was achieved by staggering employees' lunch periods.

b. REMARKS: The commands favor this action in that it is something that caters to the soldier and enables him to take care of personnel services matters during the lunch period. It has proven advantageous to military personnel.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 49. Reduce the work load of TOE units to enable them to move toward a 5-day work week.

a. IMPLEMENTATION: Action agency: DPT. This action was implemented through command/staff meetings, directives and changes in regulations as follows:

(1) Change to USAIC Circular 600-67 pertaining to scheduling of inspections.

(2) Change to USAIC Basic Plan pertaining to emergency team requirements.

(3) Change to USAIC Regulation 350-1 pertaining to mandatory training requirements.

b. REMARKS: Command response indicates this to be one of the most popular items in the Benning Plan. It allows the soldier more time to pursue recreational activities and this is appreciated as he is more willing and enthusiastic about performing his duties during the week. It permits the soldier to equate his job to that of a civilian and it has been a boost to morale.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 50. Establish a policy to prohibit inspections during weekends or on days immediately following weekends or holidays.

a. IMPLEMENTATION: Action agency: DPT. This action was implemented through command/staff meetings, directives and Change 2 to USAIC Circular 20-2.

b. REMARKS: The major commands indicate that this item has received a highly favorable response. Soldiers do not have to stand or prepare for inspections on weekends or holidays: this has helped make the five-day week meaningful at the unit level. Most soldiers have shown a willingness to keep their living areas clean without having to resort to weekend inspections when they receive proper guidance and supervision from unit officers and NCOs.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 51. Allow personnel to pick up their paychecks in the company area any time during the day on payday (or pay by mail to those who desire).

a. IMPLEMENTATION: Action agency: Compt. This action was implemented by USAIC Circular 600-67, directives and policy letters.

b. REMARKS: The major commands indicated that this action was very favorably accepted. It has allowed the individual to make more efficient use of his time on payday. Long pay lines are eliminated.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 52. Eliminate the requirement for officers to sign statements certifying an action has been completed (as feasible, where ARs permit).

a. IMPLEMENTATION: Action agency: Compt. This action was implemented by Change 2 to USAIC Circular 600-67.

b. REMARKS: Major commands are in favor of this action in that it has placed the acceptance of responsibility upon individuals and trust back in the officer corps. Much of the paper work that piled up at company level has been eliminated.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 53. Change unit mess hall meal hours on weekends and holidays to permit soldiers to sleep late and still be able to eat breakfast. Also, adjust type and hours of serving lunch and supper to provide wider flexibility on time and selection of food (hamburgers, sandwiches, french fries sort of service, if desired). Expand master menu to provide greater variety of food, if necessary (as feasible).

a. IMPLEMENTATION: Action agency: DIO. To implement this action the Master Menu, SB 10-260, published by the Army Subsistence Center was utilized. All major commands adjusted their meal hours on weekends and holidays and provided greater varieties of food.

b. REMARKS: Response from major commands indicates this item to be one of the popular items in the Benning Plan. It has shown visible concern for the welfare of the troops. Besides giving the soldier an alternative to the normal meal served--an opportunity to "eat out"--he can now enjoy his leisure time and does not have to plan around meal hours. This action has increased the number of personnel eating meals in the mess hall. Much waste has been eliminated. It has been found overall that 40 percent of the noon meals served have been the short orders. This will continue to be a popular action. It has been noted, however, that this action places an additional burden on mess personnel.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 54. Grant permission on an individual basis for soldiers to purchase small items of furniture and decorate individual area in good taste (when partitions/rooms are provided).

a. IMPLEMENTATION: Action agency: DIO. The authority to implement this action was published in USAIC Circular 600-72, through command/staff meetings, directives and policy statements.

b. REMARKS: The commands have indicated a favorable response toward this action. It has given the soldier the opportunity for individual expression and has promoted a "homey" atmosphere. This is felt to be a definite morale boost. Security will always be a problem when individuals display small items of furniture, but it is felt the partitioning will help alleviate this problem.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 55. Establish an equitable work schedule in motor pools for military and civilian personnel.

a. IMPLEMENTATION: Action agency: DIO. Twenty-eight civilian drivers were employed in order to implement an equitable work schedule in the motor pool. (See funded Item 55-OMA for additional comments.)

b. REMARKS: This action resulted in a five-day work week for military drivers, who were previously working seven days per week. The five-day work week has improved morale and resulted in a more conscientious effort toward mission accomplishment.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 56. Permit use of guest house facilities by invited guests of servicemen, as space permits.

a. IMPLEMENTATION: Action agency: DIO. This action was implemented by DB notices beginning 4 December 1970. AR 210-2 was applied to determine priorities.

b. REMARKS: The major commands report that this action was well received. However, because of the high demand for space in the present guest house facilities by PCS personnel, less than 20 invited guests of servicemen were able to use the guest house during the FY 71 test.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 57. Assign competent personnel at Martin Army Hospital and the Annex to make continuous checks in outpatient waiting areas to insure patients are seen within the least waiting time.

a. IMPLEMENTATION: Action agency: MEDDAC. Personnel were assigned at MAH to make checks of waiting areas to insure patients were seen without excess waiting time.

b. REMARKS: Personnel have responded most favorably to this action as they no longer must sit and wait for long periods of time at a medical facility. This action has shown military personnel that medical service is improving and that the Army is concerned with the quality of care being given to servicemen and their families. It has boosted morale.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 58. Provide wall lockers or coat racks in physical examination areas.

a. IMPLEMENTATION: Action agency: MEDDAC. Ninety double tier wall lockers were received on 2 June 1971 and have since been installed.

b. REMARKS: This action has been favorably received and personnel taking physicals no longer have to carry their clothing from station to station. Also, a larger measure of security is provided by wall lockers and clothes are less soiled and wrinkled. Approximately 149 people use the lockers each day.

c. This action will be monitored and evaluated in FY 72.

ACTION: Section II, Item 59. Increase the number of telephones at MEDDAC appointment desks.

a. IMPLEMENTATION: Action agency: DC-E. Two additional lines and a rotary answering system were installed at MEDDAC appointment desks.

b. REMARKS: The difficulty encountered in the past in reaching the MEDDAC appointment desk was an almost constant complaint. The desk is now able to process an average of 450 calls per day and complaints about delays have become infrequent.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 60. Expand services offered by the Legal Assistance Officer.

a. IMPLEMENTATION: Action agency: SJA. More complete service in immigration, naturalization and some other areas is now offered and information about legal assistance was disseminated through the daily bulletin and the BAYONET as well as in lectures.

b. REMARKS: Immigration and naturalization cases rose from an average of 450 to 800 actions per month. The major commands report that this item has been very highly received.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 61. Prevent commanders from requiring individuals to buy two sets of personal items, one for display and one for use. Make items of interest on AGI, IG type inspections.

a. IMPLEMENTATION: Action agency: IG. This action has always been a matter of Inspector General interest, but more command emphasis has been placed on this item during the VOLAR program. It has been disseminated at commanders' conferences, by directives, changes in unit SOPs, and checked during the inspection of the TA 50-901 equipment displays.

b. REMARKS: The major commands are favorable toward this action. It has eliminated a needless and unnecessary expense to the soldier. It has also enabled the soldier to take a more meaningful view of inspections, as he is displaying items he actually uses.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 62. Encourage the maximum use of the "open door" policy on an unrestricted basis. The commander should be available at any time, schedule permitting, to hear complaints or render assistance.

a. IMPLEMENTATION: Action agency: IG. Command emphasis was placed on this action through directives, policy letters, changes in unit SOPs, and is checked during the entrance interview with each commander during his Annual General Inspection.

b. REMARKS: This action has been received very favorably by soldiers at Fort Benning. The major commands report that the increased emphasis on the open door policy, along with the elimination of restrictive "scheduled hours" during the FY 71 test, have helped improve communication between the soldier and his commander.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 63. Reemphasize to commanders that individuals should not be discriminated against for visiting the IG.

a. IMPLEMENTATION: Action agency: IG. USAIC Regulation 20-1, Investigations and Complaints, was rewritten and became effective on 7 December 1970 to provide guidance to all commanders concerning disciplinary action or other discriminatory action against personnel desiring to visit the Inspector General. Command emphasis was placed on this action through directives, policy letters and command/staff meetings.

b. REMARKS: This action has helped to create a more receptive attitude among the lower ranking soldiers at Fort Benning by publicly placing command emphasis on an area which is important to them. No infractions were reported during the test period.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 64. Modify Annual General and Command Maintenance Management Inspections to obtain a more realistic measure of unit capability.

a. IMPLEMENTATION: Action agency: IG.

(1) The AGI modification began with the publication of Changes 1 and 2 to USAIC Circular 20-2 on 14 and 15 December 1970. The AGI schedule was changed to eliminate inspections on Mondays and days following holidays and to establish new guidance to units concerning the conduct of inspections.

(2) During the period since the elimination of the CMMI, various steps have been taken to insure that maintenance readiness remains high at Fort Benning. Courtesy visits, increased roadside spot inspections, close monitoring of bi-monthly Materiel Readiness Reports (DA 2406), classes on maintenance management procedures and assistance visits to units which had a demonstrated decline in serviceability of equipment were utilized.

b. REMARKS:

(1) The major commands which have undergone Annual General Inspections reported that the changes made during the FY 71 test program have removed much of the harassment and made the AGI much more of a "working type" inspection. Disruption of units undergoing the inspection is held to a minimum and rigid requirements for displays of personal gear, except for TA-50, have been eliminated.

(2) Due to the short period of time that the CMMIs have been discontinued, it is difficult to assess the full impact of the change. To date there has been no noticeable decline of maintenance standards or excessive deadline rates. This is evidenced by unit readiness reports for the last two quarters which indicate a higher percentage of equipment serviceability and the results of the assistance visits which reflect no decline in the standards of maintenance.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 65. Permit sponsors to take more than one dependent on hunting trips at Fort Benning.

a. IMPLEMENTATION: Action agency: DFAE. The Natural Resources Management Board considered recommendations on this item and decided that individuals who desire to take more than one dependent on hunting trips may apply for exception to the USAIC Regulation through the Chief of Staff in writing. Permission, when granted, is valid for the rest of the sponsor's tour at Fort Benning.

b. REMARKS: Although this action affects only a limited number of personnel, it has received a favorable response.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 66. Utilize command newspapers and local TV for increased coverage of the accomplishments of lower ranking soldiers.

a. IMPLEMENTATION: Action agency: IO. In implementation, emphasis was placed on the BAYONET as the chief source of factual information about the lower ranking soldier. The civilian controlled news media were invited to cover stories that had the lower ranking soldier as the central figure. A paragraph was added to USAIC Supplement 1 to AR 360-81 which covered command information activities at Fort Benning.

b. REMARKS: This item in the Benning Plan is highly favorable to all commands. It encourages individual performance by placing credit where credit is due. Soldiers want to read about other soldiers and the fact that they have in the past six months has improved morale. This action has demonstrated to soldiers that the Army is interested in them.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 67. Conduct a block of instruction on enlightened leadership and contemporary leadership problems for all officers and NCOs assigned and incoming.

a. IMPLEMENTATION: Action agency: USAIS. A seven-hour block of instruction was developed and presented to post personnel for the first time on 3 February 1971. Presentations continued at the rate of three per week until all post personnel E5 and above had received it, and continued after that on an as necessary basis. USAIC Circular 350-15, which outlines requirements and assigns responsibilities for the Enlightened Leadership Course, was published on 15 March 1971.

b. REMARKS: As of 7 May 1971, 4899 individuals had attended Enlightened Leadership. Interviews with many of those who have attended indicate and reports from the major commands confirm that this course is very worthwhile and has been very favorably received by post personnel.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 68. Provide information to personnel pertaining to all MAC flights leaving Fort Benning and nearby Army and Air Force bases (telephone service).

a. IMPLEMENTATION: Action agency: Avn Comd. Although not a new service, more publicity of this item has increased its usage. This action has been disseminated in daily bulletins, unit VOLAR news bulletins, on bulletin boards, and verbally at company level. Space available passenger service is available by telephone requests and personal visits at Flight Operations, Building 2485, Lawson Army Airfield.

b. REMARKS: All commands are highly in favor of this action. The availability of MAC flights to soldiers reduces their travel expense when departing on leave, etc. This information service was available prior to the FY 71 MVA test but many personnel did not know about it.

c. This action will be retained in the FY 72 test program.

ACTION: Section II, Item 69. Insure that support troops are not moved into the field too far ahead of time during training problems; and insure that these troops are informed as to the nature of the training.

a. IMPLEMENTATION: Action agency: 197th Inf Bde, USAIS. Departments requiring troop support were required to review and adjust schedules where necessary to insure reporting times for troops were realistic and they were informed as to the nature of the problem. In addition, dissemination of policy letters and changes to SOPs were monitored by the 197th and USAIS to insure compliance.

b. REMARKS: This action has resulted in an improvement in morale, a number of man-hours saved, and more personal time for the soldier. The 197th Inf Bde reported that this action has had a highly favorable effect on the morale of support troops.

c. This action will be retained in the FY 72 test program.

ACTION: New Actions Addendum, Item 1. An individual will be given an interim reply to a personnel question by the commander or appropriate action agency within 24 hours after a question is voiced.

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented by USAIC Circular 600-67 with utilization of DA Form 209, Delay, Referral or Follow-up Notice.

b. REMARKS: This action has given the soldier the feeling that someone cares and makes commanders take notice of their men. The soldiers feel that their questions are receiving more immediate concern and prompt action and their personal situation is benefitting from this attention.

c. This action will be retained in the FY 72 test program.

ACTION: New Actions Addendum, Item 2. Insure that all NCOs, not just career counselors, actively engage in reenlistment activities.

a. IMPLEMENTATION: Action agency: DPCA. This action was initiated by DA message dated 14 December 1970 and disseminated in command/staff meetings, through directives and policy letters.

b. REMARKS: The commands feel this action has resulted in a higher reenlistment rate; that soldiers are influenced by those they meet through daily contact and personal relationships. The soldier has shown that he does not like the hard-sell approach of career counselors, but tends to be more receptive to his squad leader, etc. The commands are in favor of this action.

c. This action will be retained in the FY 72 test program.

ACTION: New Actions Addendum, Item 3. Provide command supervision during payday to insure timely correction of any pay inaccuracies.

a. IMPLEMENTATION: Action agency: Compt. Dissemination of this action included USAIC Circular 600-67, command/staff meetings and directives. Most units kept an officer in the area to handle pay problems.

b. REMARKS: This action, by correcting pay inaccuracies on payday and insuring this is done as soon as possible, has increased morale and given the soldier a more favorable attitude toward the military. The soldier appreciates the concern shown for his personal welfare. All commands have demonstrated their awareness of the importance of this action.

c. This action will be retained in the FY 72 test program.

ACTION: New Actions Addendum, Item 4. The maximum number of military personnel will be given a half day off on payday to attend to personal affairs. Concurrently, with the implementation of this action, post facilities such as the PX, Commissary, bank, laundry, etc., should be required to remain open for extended periods.

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented by USAIC Circular 600-67 and information placed on bulletin boards throughout the major commands.

b. REMARKS: This action gives soldiers the opportunity to meet their personal obligations promptly, gives them additional leisure time, and affords them the opportunity to conduct off-post transactions when most offices are still open for business. The major commands feel that the reaction to this item has been highly favorable.

c. This action will be retained in the FY 72 test program.

ACTION: New Actions Addendum, Item 5. In all post service type facilities, such as the PX and Commissary, military personnel in uniform should be given priority at all times at service and check-out counters or separate counters should be provided for them.

a. IMPLEMENTATION: Action agency: DPCA. During January 1971, separate check-out counters for military personnel in uniform were established in the Main PX and in the Commissary. It was found that on weekends very few customers shopped in uniform, consequently, the separate PX check-out counter is provided only on weekdays.

b. REMARKS: The commands favor this action in that it is something that caters to the soldier and enables him to shop quickly during lunch hour and have enough time to get back to duty. It has proven advantageous to military personnel.

c. This action will be retained in the FY 72 test program.

ACTION: New Actions Addendum, Item 6. All details must be performed on an equitable basis. To the maximum extent possible, exempted from duty (ED) should be eliminated from the duty roster system.

a. IMPLEMENTATION: Action agency: DPCA. This action was implemented by USAIC Circular 600-67 and disseminated to all commands.

b. REMARKS: The commands feel this action has increased morale, as it has eliminated a great irritant to the soldier. The soldier has found less fault with the duty roster as it now shows a system working on an equitable basis. The commands are in favor of this action.

c. This action will be retained in the FY 72 test program.

ACTION: New Actions Addendum, Item 7. Initiate a periodic IG letter to unit commanders and staff section chiefs to list or highlight complaints that the IG feels are significant during a previous period.

a. IMPLEMENTATION: Action agency: IG. The first edition of a quarterly fact sheet was published on 12 January 1971. This report has continually been published to aid all unit commanders.

b. REMARKS: This action has helped to improve commanders' relationships with their men. It has given the commander the opportunity to view the problems that are being presented to the IG so he may react to similar or potential problems in his own unit before they surface. The commander has gained insight and knowledge that assists in maintaining a well disciplined unit.

c. This action will be retained in the FY 72 test program.

TAB C

SUMMARY AND PROGRESS ANALYSIS OF FORT BENNING MVA PROJECTS

Progress of Funded Projects Initiated at Fort Benning

ACTION: Item 1-OMA. Establish a Welcoming and Central Processing Center.

a. IMPLEMENTATION: Action agency: DPCA. (Actual cost \$87,044)

(1) Welcome Center. The Welcome Center was opened 19 May 1971. Presently, the center is providing 24-hour welcoming, reception, information, orientation and emergency services to all new incoming personnel, especially junior officer and junior enlisted personnel. The following offices or services are located in the Welcome Center:

- (a) Reception/information desk.
- (b) Lending closet.
- (c) Temporary child care area.
- (d) Lounge and refreshment area.
- (e) Orientation briefing for military personnel and wives.

(f) ACS family registration to identify family problems in order to be of possible assistance.

(2) Central Processing Center. The Central Processing Center was opened 29 January 1971. It provides many services to the new arrival at Fort Benning. It has reduced the amount of time required to inprocess to three hours, allowed the soldiers to receive a partial pay during their in-processing and cut down on transportation requirements. The following services are now located in the Central Processing Center:

- (a) Personnel Records.

- (b) Personnel Management Section.
- (c) AG Personal Affairs Branch.
- (d) ID Card Section.
- (e) POR Board.
- (f) Finance (Records and Partial Pay).
- (g) Provost Marshal Vehicle and Firearms Registration.
- (h) Family Housing.
- (i) Temporary billeting.
- (j) Messing facilities.

b. REMARKS: The consolidation of these activities into a single area has proved to be extremely successful, both in administration and on the morale of incoming personnel and their families. It has lessened the frustrating procedure for getting settled on a new post for the serviceman and his dependents.

- c. This action will be retained in the FY 72 test program.

ACTION: Item 2-OMA. Contract for civilian KPs in unit mess halls post-wide.

a. IMPLEMENTATION: Action agency: DIO. (Actual cost \$1,222,282) A contract to supply civilian KPs in all but two operating mess halls on the Fort Benning post was awarded on 22 December 1970 and implemented on 2 January 1971. The two excluded were the Stockade and Martin Army Hospital Mess. The Stockade was omitted because of the nature and function of the organization. Martin Army Hospital has its food service personnel provided by the Federal Civil Service. Off-post locations under Fort Benning control such as the Mountain or Florida Ranger Camps were not included under the original contract as they are removed from the post proper.

b. REMARKS: Command response to civilian KPs has been extremely favorable. Mess stewards and cooks as well as the lower ranking soldiers are enthusiastic with this action. Civilian KPs have removed one of the more pertinent irritants that has long been a source of bitter complaints by soldiers and has given the soldier more time to spend on primary duties.

c. This action will be retained in the FY 72 test program.

ACTION: Item 3-OMA. Hire civilian detail labor force (105 men).

a. IMPLEMENTATION: Action agency: DPT. (Actual cost \$126,336) Approval to hire civilians for a detail labor force was obtained from Department of the Army on 14 December 1970. Eighty-three personnel of the 105 required are currently on duty. Several more than 105 personnel have been hired, however, failure of some of those hired to report for duty, and resignations of others, have kept the hire level at approximately 82.

b. REMARKS: The use of civilian labor pool to perform menial tasks has released approximately 200 soldiers daily from these duties to perform mission related duties. The civilian labor pool is serving 25 different post activities.

c. This action will be retained in the FY 72 test program.

ACTION: Item 4-OMA. Hire civilians and purchase equipment for police of roads and grounds.

a. IMPLEMENTATION: Action agency: DFAE. (Actual cost \$244,143) Seventy-seven of 87 employees are currently employed. More than the required number of personnel have been hired, but resignations and transfers have resulted in a daily average of 77 personnel on board. Four of 15 line items of equipment are still due out. Two items requisitioned through ATAC (Army Automotive Tank Command) are not expected until March 1972. The remaining two line items should be on hand in late July 1971. Sufficient personnel and equipment are on hand for this project to operate satisfactorily on a limited scale.

b. REMARKS: This action has been received extremely well by commanders and soldiers as it relieves the soldiers from many of the non-mission related duties they were required to perform and allows them to concentrate on primary duties.

c. This action will be retained in the FY 72 test program.

ACTION: Item 5-OMA. Hire civilians and purchase equipment for collection of refuse and garbage.

a. IMPLEMENTATION: Action agency: DFAE. (Actual cost OMA \$352 ; FHMA \$32,499) The program began on 6 January 1971, paying existing personnel overtime until 12 additional personnel could be hired. Presently, 11 of the 12 additional employees are working and recruiting continues. Only 2 of 12 line items of equipment have been received to date. Eight of the items ordered through ATAC (Army Tank Automotive Command) will not be received until March 1972; the other two items should be received shortly.

b. REMARKS: This action has proven to be highly successful in both the family housing and troop areas. The results have been better sanitation post-wide and troop units relieved from having to dispose of garbage within their own areas.

c. This action will be retained in the FY 72 test program.

ACTION: Item 6-OMA. Hire civilians and purchase equipment to enhance the preventive maintenance program post-wide for troop billets and troop related facilities.

a. IMPLEMENTATION: Action agency: DFAE. (Actual cost OMA \$514,125 ; FHMA \$171,765) This action, initiated on 14 December 1970, provided for civilian maintenance teams and additional equipment to supplement the existing preventive maintenance teams. The only drawback has been the lag in civilian hire (139 on duty of 154 authorized) and the slow arrival of requested equipment (82 of 153 items). The program is, however, for all intents and purposes, complete in that a sufficient number of civilians have been hired to form necessary teams and necessary equipment has been borrowed until requisitioned equipment arrives.

b. REMARKS: The action has relieved soldiers from maintaining and repairing quarters in all family housing and troop billets areas except for Sand Hill. Also, preventive maintenance on roads, utilities and other services have been greatly improved. This action has definitely improved the working and living conditions of the soldier and helped to allow him to concentrate on MOS related duties.

c. This action will be retained in the FY 72 test program.

ACTION: Item 7-OMA. Provide partitions in troop barracks.

a. IMPLEMENTATION: Action agency: DFAE. (Estimated cost OMA \$177,496 ; MCA \$395,252) The partition project began on 2 April 1971 with the anticipated completion date 1 August 1971. The total number of barracks to receive partitions is 131. Fifty-eight are receiving GSA partitions and 73 are having gypsum board partitions installed. As of 30 June 1971, 14 GSA barracks were completed and 25 gypsum board barracks were completed.

b. REMARKS: This action has proven to be highly satisfactory to date. The soldiers enjoy the privacy afforded and are appreciative of the fact that the Army is trying to improve their living standards.

c. This action will be monitored and evaluated during FY 72.

ACTION: Item 8-OMA. Establish a small reception booth at Columbus Airport.

a. IMPLEMENTATION: Action agency: DPCA. (Actual cost \$1,642)
The reception service began at the airport on 31 December 1970 and all flights have been met since that date. The booth is staffed by four military personnel who extend a courteous welcome to Fort Benning, make on-the-spot corrections of those in violation of uniform regulations, and provide assistance on building locations and brief them on the monetary savings gained by group travel to post.

b. REMARKS: By establishing a reception booth at the airport, all incoming personnel receive a favorable impression and gain the information they need to complete their travel into their new duty station.

c. This action will be monitored and further evaluated during FY 72.

ACTION: Item 9-OMA. Convert an existing building into a nightclub-type facility primarily for enlisted men E1 through E4.

a. IMPLEMENTATION: Action agency: DPCA. (Actual cost \$31,406)
The nightclub facility opened on 9 April 1971 and is open seven nights each week. The average daily attendance to date is 275 with average daily sales of \$510.

b. REMARKS: The club is a highly successful endeavor, allowing soldiers an on-post nightclub facility and enabling them to avoid having to patronize off-post clubs at much higher prices.

c. This action will be monitored and further evaluated during FY 72.

ACTION: Item 10-OMA. Extend Commissary hours.

a. IMPLEMENTATION: Action agency: DIO. (Actual cost \$63,289)
The hours of the Commissary Sales Stores, both the main branch and Annex 1, were extended an additional 10 hours per week on 1 February 1971. Since that time, minor adjustments have been made to adjust to customer preferences. Also, a total of 24 additional civilian personnel were hired to support the increase in operating hours.

b. REMARKS: The changes in Commissary store hours have made the stores and their economic benefits available to more customers under more desirable shopping conditions.

c. This action will be retained in the FY 72 test program.

ACTION: Item 11-OMA. Purchase labor-saving devices.

a. IMPLEMENTATION: Action agency: DFAE. (Estimated cost \$33,295) All equipment is on requisition. To date, only 26 of 81 items of equipment have been received. Fifty-three items ordered through ATAC (Army Tank Automotive Command) are not expected until January-May 1972. The delay in delivery may be attributed, in part, to the fact that the equipment on requisition is nonstandard items. In many instances, items must be fabricated or remodeled to government specifications after the contract is awarded. In some cases, sub-contracting is involved. In addition, considerable time was lost in processing requisitions through higher headquarters for approval and determination of action supply agency.

b. REMARKS: Equipment items requisitioned are intended to enhance engineer work throughout the installation. The equipment will augment that needed to support the police of roads and grounds, garbage collection and the overall preventive maintenance program. No concrete statement can be made as to the effectiveness of this action until the majority of the equipment is received.

c. This action will be monitored and evaluated during FY 72.

ACTION: Item 12-OMA. Contract for local motel facilities to provide guest house accommodations.

a. IMPLEMENTATION: Action agency: DIO. (Actual cost \$50,000) Fifty-two apartment type units were leased from a local off-post motel by the Savannah District Engineer on 1 February 1971. The apartments have been at 100 percent occupancy throughout the test period and have proven to be extremely successful. However, due to legal difficulties, the present terms of the contract, using appropriated funds, cannot be continued. Presently, the guest house facility is operating on a break-even basis, pending a DA change to AR 210-2 permitting Fort Benning to enter into a contractual agreement using nonappropriated funds.

b. REMARKS: This action has proven highly successful in creating a favorable impression to incoming personnel. Living conditions have been greatly improved for incoming families because the facility provides a living room with television, and complete kitchen facilities, which are not available in on-post guest houses.

c. This action will be retained in the FY 72 test program.

ACTION: Item 13-OMA. Extend Quartermaster Sales Store hours.

a. IMPLEMENTATION: Action agency: DIO. (Actual cost \$4,481) The Quartermaster Sales Store hours were extended 16 1/2 hours per week on 6 January 1971. Throughout the test period approximately 2500 people took advantage of the extended hours, totaling 25 percent of the total patronage. The increased work load is accomplished by paying civilian workers overtime.

b. REMARKS: This action has proven to be a marked advantage to the soldier who must work normal duty hours in that he can now purchase Quartermaster items after duty instead of having to wait until Saturday.

c. This action will be retained in the FY 72 test program.

ACTION: Item 14-OMA. Improve the shuttle bus system.

a. IMPLEMENTATION: Action agency: DPCA. (Actual cost \$29,987)
The post shuttle bus system was expanded on 14 January 1971. The extended services include:

- (1) Hours of operation expanded from 0600-2300 to 0600-0100.
- (2) Additional bus stop signs were installed.
- (3) Three buses added to existing buses for a total of nine buses.
- (4) Thirty-minute service to outlying areas, fifteen-minute service to Main Post area.
- (5) Radios installed in all shuttle buses.
- (6) Nine additional civilian employees hired for the project.

b. REMARKS: This action has been received extremely well in that the soldiers now find it easier to travel throughout the post with minimal delay. Prior to this action only 1200 personnel per day were utilizing the system; since the system has been improved, the number per day is approximately 3500.

c. This action will be monitored and evaluated during FY 72.

ACTION: Item 15-OMA. Implementation, control and evaluation costs.

a. IMPLEMENTATION: Action agency: Compt. (Actual cost \$82,137)
The action provides funds to cover costs of program administration to include TDY trips, evaluation and compilation costs incurred during the administration of the MVA test program.

b. REMARKS: The funds for this action are a necessary part of any program of this magnitude.

c. This action will be retained in the FY 72 test program.

ACTION: Item 16-OMA. Furniture for soldier barracks.

a. IMPLEMENTATION: Action agency: DIO. (Actual cost \$221,758)
A total of 8000 rugs @ \$11.28 each and 3500 desk lamps @ \$10.40 each were requisitioned from General Services Administration (GSA) and presently are on hand and being issued to the soldiers as the barracks partitions are completed.

b. REMARKS: The full impact of this action will not materialize until the barracks partitions are completed and the items all issued. Initial inquiries reveal that the soldiers enjoy having these items to help decorate their individual rooms.

c. This item will be monitored and further evaluated during FY 72.

ACTION: Item 17-OMA. Hire additional civilians to support medical and dental activities.

a. IMPLEMENTATION: Action agency: DMEDA. (Actual cost \$258,646)
At this time only 104 of 157 employees have been hired due to the lag in civilian hire.

b. REMARKS: Additional personnel have provided increased efficiency in all administrative areas and medical treatment facilities, thereby increasing service to the serviceman and his dependents.

c. This action will be retained in the FY 72 test program.

ACTION: Item 18-OMA. DMEDA equipment and renovation.

a. IMPLEMENTATION: Action agency: DMEDA. (Actual cost \$47,900)
This action is subdivided into four different actions:

(1) Renovation of the OB-GYN Clinic. (Actual cost \$4000) The project, completed on 18 February, provided for an increase in the size of the waiting area for patients, conference room, classroom area, and complete patient examining facilities.

(2) Refurbishing clinical waiting rooms. (Actual cost \$20,000) The project provided for the purchase of 356 chairs and 42 tables which are presently in use in the clinical waiting rooms.

(3) Ten accordion doors for the X-ray Clinic. (Actual cost \$1000)
Installation was completed on 6 April 1971.

(4) Preventive dentistry. (Estimated cost \$22,900) Five dental chairs, five dental units and five light sets arrived 30 June and installation should be completed 1 August 1971.

b. REMARKS: This action has provided for the modernization of the medical facilities available to the serviceman and his dependents and has met with a highly favorable response from the users of these facilities.

c. This action will be monitored and further evaluated during FY 72.

ACTION: Item 19-OMA. USAIS Learning Center. (See TAB D, E&T Addendum, Item 9, Part B, Conduct a test model Infantry School Learning Center consisting of student carrels designed for use in IOAC Electives Programs.)

ACTION: Item 20-OMA. USAIS Programmed Instruction. (See TAB D, E&T Addendum, Item 6, Part B, Increase usage of programmed instruction texts at resident USAIS courses.)

ACTION: Item 21-OMA. Benning House Project.

a. IMPLEMENTATION: Action agency: DMEDA. (Actual cost \$35,840) The project, implemented on 26 May 1971, established medical care facilities for active duty and retired military personnel requiring rehabilitation due to alcohol and drug abuse. Also, plans are being formulated to provide services for dependents. At present, facilities allow the live-in treatment of 16 patients and over 100 patients can be treated in an outpatient status in either program.

b. REMARKS: The project is directed toward providing professional treatment and counseling to those personnel who can be rehabilitated for useful service. However, due to the short period of time this program has been in operation, no concrete evaluation of its success can be made.

c. This action will be retained in the FY 72 test program.

ACTION: Item 22-OMA. Special Services activities.

a. IMPLEMENTATION: Action agency: DPCA. (Actual cost \$28,614) This action consists of three separate actions:

(1) Hire three recreational aides to perform cleaning duties in the service clubs. The aides are presently on duty although they were not hired until 1 July 1971 due to civilian hire restrictions for this type position.

(2) Seats for Theater No. 2. Three hundred seventy-six theater seats were installed in Theater No. 2 as of 30 June 1971.

(3) Camper trailers. Eighteen camper trailers have been purchased and are on hand to augment the original nine trailers. (Includes five additional trailers referred to in Item 45-OMA.)

b. REMARKS: This action has enhanced the Special Services activities tremendously in that soldiers have more services and facilities available in which to enjoy their leisure time.

c. This action will be monitored and further evaluated during FY 72.

ACTION: Item 23-OMA. Hire nine additional CPO clerks.

a. IMPLEMENTATION: Action agency: DPCA. (Actual cost \$ 41,686)
All clerks were hired and on duty in mid-January.

b. REMARKS: The hire of the additional clerks enabled the CPO to absorb the increased work load with a minimum of disruption to overall mission.

c. This action will not be retained in the FY 72 test program due to insufficient VOLAR funds. However, due to the key functions performed by these clerks, efforts are being made to provide funds through local resources in order to maintain them in their present capacity.

ACTION: Item 24-OMA. College tuition assistance.

a. IMPLEMENTATION: Action agency: DPCA. (Actual cost \$ 18,223)
Tuition assistance support for two courses instead of one has been provided for three college quarters. To date, 275 students have taken advantage of the assistance for the additional course.

b. REMARKS: This action has been favorably received by the personnel attending college during off duty hours. Also, personnel with short retainability in their current assignment were able to make maximum use of the college program and expedite completion of requirements for qualification for the two year degree completion program.

c. This action will be retained in the FY 72 test program.

ACTION: Item 25-OMA. USAIS big-screen TV receivers. (See TAB D, E&T Addendum, Item 3, Part B, Add four large screen TV receivers to the existing television distribution system in Infantry Hall)

ACTION: Item 26-OMA. Pilot ROTC Cadet Program.

a. IMPLEMENTATION: Action agency: DPT. (Actual cost \$9,321 _____) A pilot program was conducted 15-17 April 1971 with 111 cadets visiting Fort Benning and receiving tours and briefings on the Army and the Infantry.

b. REMARKS: The program was successful in that the cadets learned many informative facts about the Army way of life and the nature of the Infantry's role in the Army.

c. This action will be retained in the FY 72 test program.

ACTION: Item 27-OMA. Phase III ACCS Simulator. (See TAB D, E&T Addendum, Item 8, Part B, Develop terrain models to be used as training devices to teach command and control of airmobile operations at USAIS)

ACTION: Item 28-OMA. Purchase and install clothes washers and dryers for troop barracks.

a. IMPLEMENTATION: Action agency: DIO. Action was dropped by this headquarters because preliminary estimates were well in excess of a reasonable expenditure for the action, the fact that the available government machines would not withstand the heavy use which would be incurred in the troop barracks, and the fact that laundry facilities are easily accessible to the troops throughout the post.

ACTION: Item 29-OMA. Install carbonated beverage machines in unit mess halls.

a. IMPLEMENTATION: Action agency: DFAE, DIO. (Actual cost \$9,401 _____) Sixty-eight carbonated beverage machines were installed in 53 mess halls as of 12 May 1971. The machines offer a selection of three carbonated beverages at the dinner and supper meals to approximately 7100 soldiers authorized to subsist at Fort Benning mess halls.

b. REMARKS: Mess stewards are pleased with the new machines and soldiers enjoy the added variety of beverages with their meals.

c. This action will be monitored and further evaluated during FY 72.

ACTION: Item 30-OMA. Conduct service club dances. (See nonfunded Item 32)

- a. IMPLEMENTATION: Action agency: DPCA. (Actual cost \$1,815)
- b. REMARKS: N/A
- c. This action will be retained in the FY 72 program as a non-costed action.

ACTION: Item 31-OMA. Pay for one civilian clerk, Legal Assistance Section.

- a. IMPLEMENTATION: Action agency: DPCA. (Actual cost \$2,995)
The civilian clerk began work on 9 February 1971 with the responsibility of preparing wills, powers of attorney, correspondence and miscellaneous actions such as notarizations and irregular documents.
- b. REMARKS: The clerk has been of great value to the Legal Assistance Section, enabling the section to perform many services for soldiers not previously offered due to lack of personnel.
- c. This action will not be retained in the FY 72 test program due to insufficient FY 72 VOLAR funds. However, due to the key functions performed by this clerk, efforts are being made to provide funds through local resources in order to maintain the clerk in the present capacity.

ACTION: Item 32-OMA. Pay for one civilian clerk, Army Community Service.

a. IMPLEMENTATION: Action agency: DPCA. (Actual cost \$2,416)
The clerk, hired on 25 January 1971, prepares and posts research reports, types letters to units concerning personnel problem areas, types letters to civilian agencies and posts allotments.

b. REMARKS: The clerk has proved an invaluable contribution to the VOLAR program of improved and expanded ACS activities.

c. This action will be retained in the FY 72 test program.

ACTION: Item 33-OMA. Pay for one civilian clerk, PIO.

a. IMPLEMENTATION: Action agency: DPCA. (Actual cost \$3,233)
The civilian clerk in the PIO was hired on 14 January 1971 to prepare news releases for newspapers, radio and television.

b. REMARKS: The additional clerk has provided the PIO with a person to control the administrative and news release functions of the VOLAR information program.

c. This action will be retained in the FY 72 test program.

ACTION: Item 34-OMA. Pay for one civilian clerk for the Student Affairs Office, USAIS. (See TAB D, E&T Addendum, Item 22, Part B, Establish a Student Affairs Office in USAIS.)

a. IMPLEMENTATION: Action agency: USAIS. (Actual cost \$2,870)
The clerk, hired on 27 January 1971, is assigned to assist the Student Affairs Officer in matters concerning student complaints and problems and to act as a clerk-typist for all correspondence from that office.

b. REMARKS: The clerk has made it possible for the Student Affairs Office to function smoothly and to be of great assistance to the students at the Infantry School. Also, the clerk has enabled the Student Affairs Office to handle a heavy correspondence load with little difficulty.

c. This action will be retained in the FY 72 test program.

ACTION: Item 35-OMA. Construct a new parking lot adjacent to Infantry Hall.

a. IMPLEMENTATION: Action agency: DFAE. (Actual cost \$22,087)
The new parking lot was finished in June 1971 and provides 241 additional parking spaces.

b. REMARKS: The new lot provides more parking space at Infantry Hall for student and permanent party personnel.

c. This action will be monitored and further evaluated during FY 72.

ACTION: Item 36-OMA. Expand dependent dental care.

a. IMPLEMENTATION: Action agency: DMEDA. (Actual cost \$82,441)
(See Item 18-OMA, MEDDAC equipment and renovation, para a(2).) Treatment of dependents began in two dental clinics in early December. Since that date over 10,000 dependents have taken advantage of the program.

b. REMARKS: The dependent dental care program has been enthusiastically received by all servicemen with families as it has relieved what used to be an expensive responsibility.

c. This action will be retained in the FY 72 test program.

ACTION: Item 37-OMA. Directional signs for incoming Infantry School students.

a. IMPLEMENTATION: Action agency: USAIS. (Actual cost \$2,366)
Directional signs for incoming students were installed on 15 March 1971.

b. REMARKS: The signs give new students specific directions to their new unit, eliminating the frustration of getting lost when reporting to a new post.

c. This action will be monitored and further evaluated during FY 72.

ACTION: Item 38-OMA. Renovation of Troop Medical Clinics.

a. IMPLEMENTATION: Action agency: DMEDA. (Estimated cost \$104,781) The contract was awarded on 23 June 1971 for renovation of seven Troop Medical Clinics. The action should be completed in late October.

b. REMARKS: This action will provide for needed renovation of the clinics in keeping with the established standards of US Army medical facilities.

c. This action will be monitored and evaluated during FY 72.

ACTION: Item 39-OMA. Furnish USAIC commander with the capability of black and white or color photographic coverage of promotion and award ceremonies in support of the VOLAR program.

a. IMPLEMENTATION: Action agency: DC-E. (Actual cost \$7,000) This action was implemented on 1 January 1971 and provides funds for additional coverage of soldiers' accomplishments.

b. REMARKS: The action is useful in that due to a reduction in funds early in FY 71, funds were only available to cover specific events; now more soldiers' accomplishments can be noted through the newspapers, etc.

c. This action will be monitored and further evaluated during FY 72.

ACTION: Item 40-OMA. Upgrade the existing television distribution system in Infantry Hall. Item 48-OMA. Upgrade the engineering equipment in support of the television production system in keeping with the state-of-the-art.

a. IMPLEMENTATION: Action agency: USAIS. (Estimated cost \$407,568) The Television Division took action to initiate Phase One of its Five Year Color Plan during the Modern Volunteer Army FY 71 Test Period by establishing a color operation facility for the first time within the CONARC ETV Network. The estimated arrival date of the color equipment at Fort Benning is late August. This is due to the nature of the equipment and the purchasing procedures that must be adhered to by this facility and the Army. Bids have now gone out from the Sacramento Army Depot, the centralized procurer for this project.

b. REMARKS: Replace obsolete equipment with modern color equipment and improve the quality of instruction.

c. This action will be monitored and evaluated during FY 72.

ACTION: Item 41-OMA. Replacement of floor tile in the officers' and soldiers' dining halls, Martin Army Hospital.

a. IMPLEMENTATION: Action agency: DMEDA. (Estimated cost \$18,022) The contract for this project has been awarded and should be completed sometime in September.

b. REMARKS: This action will enhance the existing facilities and improve sanitation.

c. This action will be monitored and evaluated during FY 72.

ACTION: Item 42-OMA. Interior painting of buildings 9200, 323, 392 and 396.

a. IMPLEMENTATION: Action agency: DMEDA. (Estimated cost \$19,219) Contract awarded on 18 June 1971 with an anticipated completion date of 8 August 1971.

b. REMARKS: This action provides for long needed repainting of existing medical facilities.

c. This action will be monitored and evaluated during FY 72.

ACTION: Item 43-OMA. Purchase of Addressograph Imprinter.

a. IMPLEMENTATION: Action agency: DMEDA. (Estimated cost \$2,884) The imprinter has been ordered and is expected to arrive in late July. The imprinter will assist in recording medical administrative forms and medical charts.

b. REMARKS: The use of the imprinter will prevent mistakes and shorten waiting time to be processed at hospital admission and records.

c. This action will be monitored and evaluated during FY 72.

ACTION: Item 44-OMA. Purchase tape recorder and allied recording equipment for use by instructors and students in the Infantry School.

a. IMPLEMENTATION: Action agency: USAIS. (Estimated cost \$53,513) The tape recorder and allied recording equipment are on order through the Sacramento Army Depot. The arrival date of the equipment is estimated to be 1 August 1971.

b. REMARKS: This action will provide the instructors and students with multiple recording facilities, provide the instructor with portable tape recorders when needed in field training, and enable allied students to better educate themselves.

c. This action will be monitored and evaluated during FY 72.

ACTION: Item 45-OMA. Provide five additional camper trailers to Special Services for loan to military personnel. (See Item 22-OMA. Special Services activities, para a, camper trailers.) (Total cost \$8,077)

ACTION: Item 46-OMA. Rehabilitate boat marina at the USAIC Recreation Area, Destin, Florida.

a. IMPLEMENTATION: Action agency: DPCA. (Estimated cost \$13,994) The contract was awarded on 24 June 1971 with an expected completion time of early September 1971.

b. REMARKS: The improvement of this facility will enhance the recreational facilities of Fort Benning personnel, increase safety and better protect government equipment.

c. This action will be monitored and evaluated during FY 72.

ACTION: Item 47-OMA. Purchase curtains for classrooms, conference rooms and Marshall Auditorium.

a. IMPLEMENTATION: Action agency: USAIS. (Estimated cost \$29,837) The contract has been awarded; installation began the last week in June with an estimated completion time of late August.

b. REMARKS: The installation of these curtains in the classrooms and Marshall Auditorium will greatly improve the acoustics and enhance the overall appearance of the School facilities.

c. This action will be monitored and evaluated during FY 72.

ACTION: Item 48-OMA. Upgrade the engineering equipment in support of the television production system in keeping with the state-of-the-art. (See Item 40-OMA. Upgrade existing television distribution system in Inmantry Hall.)

ACTION: Item 49-OMA. Refurbish hospital clinical waiting rooms to include Troop Medical Clinics. (This action provides for items in addition to those discussed in item 18-OMA, DMEDA equipment and renovation.)

a. IMPLEMENTATION: Action agency: DMEDA. (Estimated cost \$36,000) The contract has been awarded for chairs, lounges, draperies, rugs, pictures, tables and similar items to refurbish waiting rooms. The equipment is expected to be delivered late in August 1971.

b. REMARKS: The project, when completed, will make waiting rooms more attractive and has created a much more pleasant atmosphere in existing facilities.

c. This action will be monitored and evaluated during FY 72.

ACTION: Item 50-OMA. Installation of a two-burning compartment incinerator system for Martin Army Hospital.

a. IMPLEMENTATION: Action agency: DMEDA. Project dropped 17 May 1971.

b. REMARKS: The original request for a refuse burning incinerator was approved by TUSA for a pathological type similar to that currently in use by the hospital. The present incinerator is scheduled for renovation in FY 72 to meet air pollution standards. In view of the above, this project was dropped and funds diverted to other projects.

c. This action will not be retained in the FY 72 test program.

ACTION: Item 51-OMA. Kitchenette units in nurses' quarters, Martin Army Hospital.

a. IMPLEMENTATION: Action agency: DMEDA (Estimated cost \$20,187) Electric ranges and refrigerators requisitioned have been received. Contracts to supply and install sinks and cabinets were awarded on 15 June and work should be completed in August 1971.

b. REMARKS: This action provides for the modernization of out-of-date kitchen facilities at Martin Army Hospital utilized by the residents of the BOQ.

c. This action will be monitored and evaluated during FY 72.

ACTION: Item 52-OMA. 197th Infantry Brigade unit of choice recruiting.

a. This action is not contained in Fort Benning's Modern Volunteer Army Program. The 197th Infantry Brigade reports directly to CONARC on this action.

ACTION: Item 53-OMA. Enlightened Leadership Packages. (See TAB D, E&T Addendum, Item 7, Part C, Distribution of instruction packet on contemporary leadership problems)

ACTION: Item 54-OMA. Renovate Building No. 1827 for a Mod Shop at the PX.

a. IMPLEMENTATION: Action agency: DPCA. (Actual cost \$1,311)
Renovation, to include building improvement, equipment and fixtures is now complete and the Mod Shop opened on 14 July 1971.

b. REMARKS: This facility provides a specialty shop in which teen/mod clothing and jewelry will be featured. In addition, it will relieve the congestion in the Main PX building.

c. This action will be monitored and evaluated during FY 72.

ACTION: Item 55-OMA. Personnel required to provide a base for VOLAR implementation requirements.

a. IMPLEMENTATION: Action agency: COMPT. (Actual cost OMA \$528,065 ; FHMA \$13,000) Assigned civilian strength at the time of VOLAR planning included 141 personnel carried in an overstrength status to enable normal mission support to continue during the VOLAR experiment.

b. REMARKS: These personnel are still being utilized and are needed to maintain normal mission support and to provide a base for VOLAR expansion. Without this base, VOLAR staffing automatically becomes insufficient.

c. This action will be retained in the FY 72 test program.

ACTION: Item 56-OMA. Renovate the existing EM Club at the Florida Ranger Camp.

a. IMPLEMENTATION: Action agency: USAIS. (Actual cost \$2,244) The remodeled club opened on 11 June 1971. The project will be completed upon receipt of the last items of equipment on order approximately 16 August 1971.

b. REMARKS: The renovated soldiers' club will provide a better and more relaxing atmosphere in addition to saving the soldiers money.

c. This action will be monitored and further evaluated during FY 72.

ACTION: Item 57-OMA. Establish a coffee house in the cafeteria of the Sightseeing Road Service Club and in the Annex of the Kelly Hill Chapel.

a. IMPLEMENTATION: Action agency: DPCA. (Actual cost \$7,620)
Both of the coffee houses are now operational with approximately 50 persons per day frequenting the establishments.

b. REMARKS: The great value of these coffee houses is unquestionable. They provide facilities where the soldier can relax and exhibit self-expression. They have been instrumental in the chaplain's program of developing more meaningful relationships with the soldiers to better understand their true feelings.

c. This action will be monitored and further evaluated during FY 72.

ACTION: Item 58-OMA. Extend custodial service in administrative buildings from three to five days per week.

a. IMPLEMENTATION: Action agency: DFAE. (Actual cost \$34,250)
Extended service began on 19 April 1971.

b. REMARKS: This action restored the scope of custodial contract to services performed before the cut in regular funds at the beginning of FY 71.

c. This action will not be retained in the FY 72 test program because there are more meaningful projects with which to devote the limited amount of FY 72 VOLAR funds.

ACTION: Item 59-OMA. ROTC Recruiting.

a. IMPLEMENTATION: Action Agency: DPT. (Actual cost \$1,872)
TUSA provided this installation funds to distribute to SROTCs and JROTCs in the local area for the purpose of enhancing their Army educational programs in support of project VOLAR.

b. REMARKS: The program has made it possible for SROTC institutions in this area to provide better and more current instruction to the cadets enrolled in the ROTC program.

c. This action will not be retained in the FY 72 test program, however, at this time a study is being conducted to determine whether the project should be continued and controlled at TUSA Headquarters.

ACTION: Item 60-OMA. Security lighting.

a. IMPLEMENTATION: Action agency: DFAE. (Estimated cost \$14,289)
The contract has been awarded to install lighting at selected locations in the Kelly Hill area and the rear of Buildings 2809 through 2814 on Main Post. Work began on the project on 15 July 1971 with an estimated completion time of early August 1971.

b. REMARKS: The new exterior lighting will provide improved security and safety features for the walkways and parking areas.

c. This action will be monitored and evaluated during FY72.

ACTION: Item 61-OMA. Recruiter Assistance Plan 28.

a. IMPLEMENTATION: Action agency: TSB. (Actual cost \$42,955)
Beginning 4 May, over 100 soldiers were sent back to their home town area on recruiter assistance duty from the NCOC and Airborne course. Although no formal results of the success of Fort Benning's program are known, CONARC message, 1 July 1971, subject: Recruiting Plan 28, specified that 376 enlistments were credited to the Recruiter Assistance Plan 28 for all posts involved.

b. REMARKS: The program is especially useful in that the prospective enlistee can better identify with the younger soldier from his own area than with a local recruiter.

c. This action will be funded at CONARC and monitored at this installation.

ACTION: Item 62-OMA. Reprogram and update the four passenger elevators in Martin Army Hospital.

a. IMPLEMENTATION: Action agency: DFAE. (Estimated cost \$146,527)
The contract has been awarded with work beginning 19 July 1971. The exact completion time is not known at this time.

b. REMARKS: The present system is inadequate and needs improvement of controls and data bank in order to provide elevator traffic which responds quickly and efficiently.

c. This action will be monitored and evaluated during FY72.

ACTION: Item 63-OMA. Renovate lounge area of Main Commissary.

a. IMPLEMENTATION: Action agency: DFAE. (Estimated cost \$11,500) The contract was awarded 21 June 1971 to renovate the customer lounge and three employee latrines in the Main Commissary Lounge with an estimated completion time of early September 1971.

b. REMARKS: The lounge area and latrines are in need of renovation in order to provide an improved sanitary area for both customers and employees.

c. This action will be monitored and evaluated during FY 72.

ACTION: Item 64-OMA. Experimental Volunteer Army Training Program.

a. IMPLEMENTATION: Action agency: USAIS. (Actual cost \$9,706) This action consists of five different actions which are listed in TAB D, the E&T Addendum, in the following order:

(1) Item 1, Part C, Send training liaison teams to Fort Ord and Fort Carson on a periodic basis.

(2) Item 4, Part C, Establishment of a new Additional Skill Identifier (ASI) in conjunction with VOLAR mechanized infantry training conducted at Fort Ord.

(3) Item 5, Part C, Send a USAIS liaison team to Fort Carson for the purpose of evaluating BUT.

(4) Item 6, Part C, Provide advisory assistance to Fort Ord on changes and modifications of BCT/Inf AIT Program.

(5) Item 8, Part C, Provide assistance to Fort Ord training programs.

ACTION: Item 1-FHMA. Hire civilians and purchase equipment for collection of refuse and garbage. (See Item 5-OMA. Hire civilians and purchase equipment for collection of refuse and garbage.)

ACTION: Item 2-FHMA. Hire civilians and purchase equipment to enhance the preventive maintenance program in family quarters. (See Item 6-OMA. Hire civilians and purchase equipment to enhance the preventive maintenance program in family quarters.)

ACTION: Item 3-FHMA. Provide free quarters cleaning service for departing families.

a. IMPLEMENTATION: Action agency: DFAE. (Actual cost \$44,137)
The quarters cleaning began on 1 April 1971 and to date averages approximately 180 quarters cleaned per month.

b. REMARKS: The advantage of this action is that the departing occupant is completely relieved of the responsibility and expense of cleaning family quarters, saving time, money and permitting the individuals to finalize their departure.

c. This action will be monitored and further evaluated during FY 72.

ACTION: Item 4-FHMA. Personnel required to provide a base for VOLAR implementation requirements. (See Item 55-OMA. Personnel required to provide a base for VOLAR implementation requirements.)

ACTION: Item 1-NAF. Contract charter bus service, free of charge, for enlisted men to and from Columbus, GA.

a. IMPLEMENTATION: Action agency: DPCA. (Actual cost \$48,143)
The project began on 23 February with "free ride" tickets being issued to enlisted men through the major commands. Through 30 June 1971, 100,121 tickets had been redeemed by personnel utilizing the service.

b. REMARKS: This service gives enlisted men without transportation the opportunity to go to Columbus without charge for the purpose of shopping, entertainment, etc., relieving them of the expense of cabs and other forms of transportation.

c. This action will be monitored and further evaluated during FY 72.

ACTION: Item 2-NAF. Contract for transportation between Fort Benning and selected recreational areas on weekends.

a. IMPLEMENTATION: Action agency: DPCA. (Actual cost \$12,719)
This action was implemented in early February 1971 with trips to Atlanta, GA. Later, trips to Callaway Gardens, GA, and Panama City, FL. As of 30 June 1971, the usage figures showed an average of 20 soldiers took advantage of 15 trips to Atlanta, GA; an average of 31 soldiers on 10 trips to Panama City, FL; and only 5 soldiers per each of 11 trips to Callaway Gardens, GA.

b. REMARKS: Providing free bus transportation to points of interest provides transportation for lower grade personnel to places they could not afford and reduces the number of privately owned vehicles making the trip, thus increasing the safety factor.

c. This action will be monitored and further evaluated during FY 72.

ACTION: Item 3-NAF. Establish a reward system to recognize outstanding soldiers at Fort Benning.

a. IMPLEMENTATION: Action agency: DPCA. (Actual cost \$4,281)
The program began in February to be conducted on a once-a-month basis. The trip would include a free bus trip to Atlanta, GA, hotel room paid, \$12.00 in chits for meals at the hotel and \$25.00 in cash to be spent as the soldier desired. Also, wives were encouraged to make the trip whenever possible. The number of participants was limited to 17 during the first three trips and increased to 20 for the remainder of the fiscal year. As of 30 June, the total participants (including wives) were 90 personnel.

b. REMARKS: This action enabled commanders to recognize outstanding soldiers in a way in which other soldiers would be able to see the benefits which accrue to those who make an effort to excel, thereby increasing morale, unit pride and individual satisfaction for a job well done.

c. This action will be monitored and further evaluated during FY 72.

TAB C-69

TAB D

EVALUATION OF
EDUCATION AND TRAINING
ADDENDUM

EVALUATION OF EDUCATION AND TRAINING ADDENDUM

1. PURPOSE: To provide an evaluation of specific actions contained in the Education and Training Addendum to the Benning Plan that were tested at USAIS during the 6 month VOLAR test period (1 Jan - 30 Jun 71).

2. DISCUSSION:

a. Fort Benning was selected to participate in the Modern Volunteer Army test in order to evaluate the VOLAR concept in a service school environment. The USAIS unique contribution to the overall plan was therefore the development of Education/Training Programs designed to better attract, train and motivate the young combat leader (officer and NCO) to choose a career in the Army. To accomplish this objective, 59 separate actions were approved for implementation. These actions were grouped into the following three categories:

(1) Part A, which set forth the programs of instruction, advanced instructional techniques, and specialized education and training procedures that were already in use at the outset of the VOLAR test but supported the overall VOLAR concept.

(2) Part B, which contained the education and training actions that were approved for implementation and evaluation during the 6-month test of the VOLAR concept at Fort Benning (1 Jan - 30 Jun 71).

(3) Part C, which set forth actions designed to provide special assistance to Fort Ord and Fort Carson during the 6 month test of the VOLAR concept at Fort Benning (1 Jan - 30 Jun 71).

b. The assumptions, philosophy and guidance that were developed for the basic document of the Benning Plan also applied to the addendum.

c. The implementation, management, and control of the addendum actions were accomplished through the quality control elements and control procedures outlined in Sec IV of the Basic Benning Plan. These were the same procedures used for the actions contained in the Basic Plan.

d. The evaluation procedures were of necessity specific and related to each individual action outlined in the addendum. Ultimate evaluation of the addendum itself can only be accomplished in depth on a longitudinal basis, using such resources as those afforded by an outside agency, eg., HumRRO, BESRL. Therefore, an evaluation of the impact of the education and training actions over the six month time frame of the experiment, was of necessity focused on limited segments of the program and specific actions which ascertained whether, for example, a certain instructional procedure was more effective than another. The impact as to whether the training and education influenced a soldier to stay in the Army or insured that he had a better image of the Army could only be evaluated in the total context of all other actions. The consensual judgment made by the Evaluation Element of the Control Group for the Benning Plan were often the only possible measures available to determine whether the training and education during the six months of 1 Jan - 30 Jun 71 had any direct bearing on an individual's decision to stay in the Army, or the individual's general favorable or unfavorable impression of the Army.

e. The 20 actions contained in Part A of the addendum were activities which had been initiated at USAIS prior to the test period but supported the VOLAR concept. Due to the long term nature of these actions they will not be reported on separately in this report. Twelve of these actions, however, will be contained in the FY 72 VOLAR program at USAIS.

f. The 31 items contained in Part B of the addendum were actions approved for implementation and evaluation during the VOLAR test at USAIS. Twenty-four of these items were fully implemented, evaluated and determined to be desirable for continuation in the FY 72 VOLAR program at USAIS. Also, four of these items in Part B were not fully implemented and will be continued to be evaluated in the FY 72 program. Three other actions in Part B were fully implemented and either incorporated into other projects or eliminated from the FY 72 program as having been completed.

g. The 8 items in Part C designed to provide assistance to VOLAR tests at Fort Ord and Fort Carson were implemented, evaluated and determined to have been successful. Three of the items were considered one-time actions and therefore have been completed. The remaining five actions will continue in the FY 72 VOLAR program in order to provide support to Fort Ord and Fort Carson should additional assistance from USAIS be desired.

h. The overall evaluation of the actions in the Education and Training Addendum based on the consensual judgment of the control element is that these programs have been successful in accomplishing their stated objective of providing specific activities which would attract, train, and motivate the young combat leaders to choose a career in the Army.

1. ACTION: Item 1, Part B. Reduce the minimum number of scheduled hours per week required in Army courses of instruction.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) Curriculum reviews were conducted, designed to resequence the instruction for resident courses in order to: eliminate instruction on Saturday mornings, provide adequate compensatory time on morning following late night instruction, and provide additional open time during the academic week to allow students to accomplish essential personal affairs. This action was fully implemented in all POI's by the end of Jan 71. The course modifications were accomplished, by careful evaluation of each POI to determine areas of instruction that could be reduced and/or eliminated while continuing to meet the course purpose.

3. REMARKS: An evaluation study was initiated on each course designed to compare the academic performance and student confidence between classes under the VOLARized POI and classes that were in session prior to implementation of the VOLAR program. These studies revealed that class averages on academic examinations were not significantly reduced due to the reduction of academic hours, and that student confidence in their ability to perform the tasks for which they were training had in many instances increased. In all courses student comments indicated that the increase in open time was urgently needed, and was well received. This action resulted in significantly increased student morale.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 2, Part B (Item 24 OMA). Provide graduate studies in the Elective Program of the Infantry Officer Advanced Course.

2. IMPLEMENTATION: (Actual cost \$22,500) A contract was awarded to Georgia State University on 5 January 1971 for graduate level studies in subjects taught in afternoon classes twice a week. These classes are given at no expense to the student. Also, a larger selection of courses were offered for off-duty (evening) studies at the expense of the student.

3. REMARKS: Upon initiation of the graduate studies program in January 1971, 79 students enrolled in two different on-duty courses. During the Spring term, March 1971, 86 students attended three on-duty courses. Also, the evening courses attracted 44 students during the Spring Term. This program has been well received by IOAC students. It has afforded an opportunity to students to work toward higher civil degrees while attending the IOAC. It is anticipated that this project will continue to attract sufficient students to warrant its continuation.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 3, Part B (Item 25 OMA) To add four large screen television receivers, Kalart Tele Beam Model A912-B, to the existing television distribution system in Building #4, Infantry Hall.

2. IMPLEMENTATION: (Actual cost \$9,276) USAIS originally planned to purchase four large screen television receivers. However, when USAIS received authorization from CONARC in April 1971, to proceed with a colorization program, only two large screen system, Kalart Tele-Beam Model A912-B, were purchased since this system is not convertible from black and white to color operation. The two units were purchased and installed in the auditorium and one 200-man classroom in Infantry Hall. To date seven television programs have been presented to resident students over these screens.

3. REMARKS: The large screen system orients the student's attention toward the front of the classroom rather than to several decentralized small television sets located on the sides of the classroom. This is significant improvement over the present situation in which many students located near the center of the classrooms have difficulty seeing the screen of the present receivers located on the sides of the classroom walls. The students have demonstrated a favorable attitude toward this system over the present multi small side-screen system. Additional large screens of this type will not, however, be purchased at this time due to its incompatibility with the imminent colorization program.

4. This action will be monitored and further evaluated in the FY 72 test project.

1. ACTION: Item 4, Part B. Eliminate duplication of subjects taught in courses of instruction at USAIS that students will undergo as they progress through a normal officer and NCO military education program of schooling.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) Duplication of instruction is being eliminated in all USAIS resident courses as each POI is being systems engineered. USAIS has been directed to have all POI's systems engineered by Apr 73. The systems engineering process eliminated unnecessary duplication as it reviews all aspects of the students previous training when developing a new POI. To date, the IOBC, IMPC and all NCOES courses have been systems engineered. Once these new courses are implemented the undesirable duplication in instruction will have been eliminated. Furthermore, diagnostic testing coupled with the electives programs further eliminates undesirable duplication of instruction.

3. REMARKS: Since the IMPC is the only systems engineered course to be fully implemented at USAIS to date, an accurate evaluation of this aspect of the program is not yet available. However, the diagnostic testing programs presently in the IOAC and IOBC have proven to be successful in identifying those students qualified in various subjects and allowing them to be excused for resident instruction. This system has been well received by the students since most have participated in either advance studies or an elective program.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 5, Part B. Develop an Infantry Mortar Platoon Course (IMPC) at USAIS. Incorporate therein the maximum of new instruction innovations.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) The Systems Engineered Program of Instruction (POI) for the IMPC was approved by CONARC on 28 October 1970. Instruction based on this new POI commenced on 4 January with IMPC class 4-71. The following instructional innovations were implemented in this course: The County Fair Concept, the Shade Tree Concept, and the Play School Concept. The new course allowed maximum hands-on training to the smallest possible groups of students, thus enabling experimentation with all three of the above mentioned instructional innovations.

3. REMARKS: All three instructional techniques (play-school, county fair, and shade tree) employ the educational principle of "guided discovery." When new, detailed instruction was presented using these innovations, increased instructional time was required. The new methods required instructors to have a greater in-depth knowledge of the subject than in conventional classes. Different subjects lend themselves to the various instructional methods to varying degrees and future application must be decided on an item by item basis. As a result of this program, many of these processes were added to the POI for the noncommissioned officer course NCOC 11C.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 6, Part B (Item 20 OMA). Increase usage of programmed instructional texts in resident USAIS courses.
2. IMPLEMENTATION: (Actual cost \$13,363) To implement this action a GS12 - Programmed Instructional Technologist, and a GS-3 - Clerk-Typist were hired by USAIS to increase the number and quality of programmed texts available to resident USAIS courses of instruction.
3. REMARKS: This project has resulted in the development of 6 hours of automated student response instruction, 4 new programmed textbooks, 1 new computer assisted class, and 55 new hours of USAIS Individual Learning Center instruction. These texts have been favorably received by both students and faculty. More reliance will be placed on programmed texts in the future to reduce the minimum number of academic hours in resident courses (Item 1, Part B). Programmed texts will continue to be a significant aspect of the learning process in resident courses.
4. This action will be retained in the FY 72 test program.

1. ACTION: Item 7, Part B. Test and implement a program to standardize physical fitness testing within the US Army.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) The initial concept for the development of a Fitness Test to replace the PCPT began in October 1969. CONARC approved the test concept on 28 May 1970 and authorized field testing to start in June 1970. Field testing was completed in September 1970 and confirmation testing began in October 1970 ending in December 1970. In February 1971 all resident courses at the USAIS were administered the APFE (sub-test C). The Basic Physical Fitness Test and Inclement Weather Limited Facility Physical Test were implemented at Army Training Centers will all cycles starting 3 May 1971.

3. REMARKS: The program was approved by CONARC in May 1971 and will be distributed Army-wide in August, therefore evaluation of the Army-wide test is not yet available. Initial results from field tests and from tests at Fort Benning indicate that the students have been well pleased with the new program. The new test is more equitable than the standard PCPT since it requires different standards for different age groups and military occupations. Based on the initial success at USAIS, it is anticipated that the program will prove successful throughout the Army.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 8, Part B (Item 27 OMA). Develop terrain models to be used as training devices to teach command and control of airmobile operations at USAIS.

2. IMPLEMENTATION: (Actual cost \$37,509) Four student training stations were developed, each of which supports training in a different battlefield environment. Terrain models were used to simulate the visual environments of these battlefields. They were scale models of portions of Europe, Korea, Vietnam, and the Middle East. Each model was equipped with lights, used to support the advancement of the tactical scenario. The students' physical environment was simulated by a mock-up of the command and control helicopter, located on a platform above the terrain model.

3. REMARKS: The integrated system, with terrain models, has created an exceptionally realistic and effective training vehicle and has significantly enhanced the quality of instruction to the students of the Infantry School. Approximately 50 field grade students have participated in training using this device during the test period. These students indicated that this program was most useful in preparing them for pending assignments wherein they will be called upon to execute Airmobile Operations.

4. This action will be monitored and evaluated in the FY 72 test program.

1. ACTION: Item 9, Part B (Item 19 OMA). Construct a test model Infantry School Learning Center consisting of student carrels designed for use in IOAC elective programs.

2. IMPLEMENTATION: (Actual cost \$35,249) The USAIS Individual Learning Center (ILC) opened in March 1971. The ILC's mission was "to present a variety of reinforcing and supplementing instructional programs, utilizing various electronic teaching machines to USAIS students, staff and faculty, and other military personnel and their dependents at Fort Benning. The facility has 29 individual carrels and a 15 man group study area. Instruction media includes TV tapes, synchronized cassette recorders and 35mm slides. Subjects include: military subjects that reinforce classroom instruction, enrichment subjects that complement classroom instruction, decision problems designed to test the student's ability to apply the principles and techniques he has learned, and selected guest speaker presentations.

3. REMARKS: During the first four month period, 1768 students used the facility for 1785 hours. As of 1 March, there were 38.5 hours of slide/tape programs, 6.6 hours of Video Tapes in the ILC inventory. Fifty percent of the students using the facility were in the IOAC and eighteen percent were in the IOBC. All individuals using the ILC did so on a voluntary basis. The ILC has been well received by USAIS staff, faculty and students.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 10, Part B. Improve and expand the diagnostic testing program in USAIS Courses of Instruction.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) Expanded diagnostic testing programs have been developed for implementation with the following courses:

(1) 12-Week Infantry Officer Basic Course

(2) (Systems Engineered) Infantry Officer Advanced Course

(3) Noncommissioned Officer Educational System (NCOES)
11F.50

(4) Noncommissioned Officer Educational System (NCOES)
11G.50

3. REMARKS: The diagnostic test developed for the above tested POI's have not as yet been initiated since only the 12-week IOBC has been conducted to date. However, an expanded diagnostic testing program has been developed for implementation with the first IOBC Class in FY 1972. Since the experimental 12-week course will not be adopted in FY 72, the program will be implemented in the 9-week regular course. All of these tests, however, were developed based on the successful conduct of the earlier diagnostic tests presented in the two experimental IOBC classes and the regular IOAC and IOBC programs. Diagnostic testing has proved most useful in determining student entry knowledge thus enabling the staff and faculty to tailor instruction to student needs. Also they have been most useful when coupled with the Electives Program in eliminating unnecessary repetitious instruction for qualified students. Maximum efforts continue to develop new diagnostic programs.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 11, Part B. Give officer student class leaders more representation on post policy-making and planning groups and USAIS academic review boards.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) Two representatives from the Infantry Officer Advanced Course were placed on the Officer Open Mess Advisory Council and the Company Grade Officer Council in Jan 71. In addition, provisions were made for participation of officer student class leaders on USAIS academic review boards.

3. REMARKS: Through this action, the student population was kept informed of current projects of the above discussed councils. The establishment of this program further provided resident students with a feeling of belonging to the USAIS/Fort Benning Community rather than a sense of being transients. In addition, since the officer student population is in excess of 7400 annually it is most important that they be permitted to participate in the control of their own living and learning environment. This action has improved student morale and added an additional means of communication between officer students and the USAIS staff and faculty.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 12, Part B. Provide an area where officer students may eat lunches brought from home. Use a classroom if necessary.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) Two 50-man classrooms were set aside from 1200 until 1315 hours daily for officer students to utilize as a lunchroom.

3. REMARKS: Initially only one classroom was open as a lunchroom. However, this quickly became overcrowded resulting in the need for a second facility. These classrooms served as a lounge and rest area for those officers desiring to remain in Infantry Hall during their lunch hour. The establishment of an officer student lunchroom has had a positive effect on the morale of students attending the IOAC, since they no longer have to crowd into the overcrowded Snack Bar for their noon meal.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 13, Part B. Eliminate requirement for students to stand at attention at the beginning of each class until a report is rendered and they are given command "Take Seats."

2. IMPLEMENTATION: (This action did not require VOLAR funds.) In January 1971, by direction of the Commandant, the requirement for students to stand at attention at the outset of each class was terminated.

3. REMARKS: Students have become more relaxed and responsive to initial instruction as result of this action. Yet, classroom discipline and courtesy have not been sacrificed. The students have demonstrated that they can conduct themselves in a military manner without having to stand at attention at the beginning of classes. One of the concepts fostered by VOLAR is to make the individual more responsible for his actions and also, eliminate the irritants and non-essential items of Army life. This action aids towards the accomplishment of these purposes.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 14, Part B. Attempt to schedule IOBC, Ranger and Airborne Courses so as to reduce time lapse between courses.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) Classes during the VOLAR test period were scheduled as much as possible to reduce lapse time between classes, based on input from DA and CONARC.

3. REMARKS: The reduction of lapse time between courses make the officer available for training duty with his permanent organization faster, thereby enabling the military to realize more productive manhours from the individual. It also added to student morale since he was not required to take leave or participate in filler training between resident courses of instruction. Continuing efforts with CONARC and DA, who ultimately determine student report dates and class attendance, will be initiated to reduce these undesirable time lapse for resident students.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 15, Part B. Eliminate scheduling of classes before 0900 hours on days following night training which terminates after 2200 hours.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) This action was implemented in all resident courses in January 1971. Master schedule boards were re-sequenced to insure that the first hour of training (0800-0900) remain open on days following night instruction lasting past 2200 hours.

3. REMARKS: Historically students have not been receptive in an early morning class following late night instruction. This action has insured that students are offered the opportunity to be adequately prepared and alert for morning classes. This action has been well received by students.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 16, Part B. Review USAIS weapons instruction (practical work) to insure that work groups are small enough to allow ample hands-on training by all students.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) Practical work presented by Weapons Department, USAIS was reorganized in Jan 71 to obtain the best feasible student/weapon and student/instructor ratios. The problems were designed to permit maximum hands-on training within the constraints of time and available resources.

3. REMARKS: Small group instruction afforded greater opportunity for supervised hands-on training. Small groups also promoted the opportunity for students to ask questions and pursue the subject to his satisfaction more readily than in larger groups. Twenty-four weapons classes were reorganized to use small student/weapon and student/instructor ratios. These classes were favorably received by all students.

4. This action will be retained in FY 72 test program.

1. ACTION: Item 17, Part B. Insure that instructors do not make derogatory remarks about classes or compare one class with another. Instructors who violate prescribed standards should be immediately reassigned.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) A memorandum providing guidance concerning instructor performance was disseminated to all departments from the Office of the Director of Instruction in January 1971. Also, the Instructor Training Course orientation conducted by the Director of Instruction was modified to include references to the above mentioned memorandum. All instructors were further advised to inform their students of the concept of the memorandum.

3. REMARKS: Since implementation of this action, no reports of this undesirable practice have been recorded. Student desire to be respected and treated in a proper manner, therefore, the elimination of this undesirable practice has increased student morale significantly.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 18, Part B. Refer to officers attending USAIS courses as "officer students" instead of "student officers."

2. IMPLEMENTATION: (This action did not require VOLAR funds.) A directive was published by the Secretary, USAIS, requiring that on 2 December 1970 all references to "student officers" be changed to read "officer students." This change in terminology was also incorporated into the revision of the USAIS SOP.

3. REMARKS: This action relieved the attitude of IOBC students that the term "student officer" implied that they were not yet commissioned. It also helped to improve the self-image of the junior officers while in a service school. The IOBC officers have responded most favorably to this change in terminology.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 19, Part B. Conduct some joint classes including IOAC, IOBC, OCS and NCOC students. Also IOAC students should conduct informal panel sessions for IOBC and OCS students.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) Two experimental classes were conducted in which Advanced Course students were combined with Basic Course students for "Law of Land Warfare" presentations. Also, two joint seminars on "Leadership Aspects of Race Relations" were conducted during the test period employing combinations of IOAC, IOBC and OC students.

3. REMARKS: Experience sharing is the most significant advantage of the combined class concept. Conceivably, the IOAC student would support the class discussion with personal experiences which would reinforce the principles being presented by the instructor. This, however, did not occur as frequently as desired during the test classes. In several cases poor examples were presented by the IOAC students suggesting improper techniques to the junior leaders. It was, therefore, determined that the topics used for joint classes must lend themselves to this type of training. The "Race Relations" Seminars however were extremely successful and productive to all three groups of students (IOAC, IOBC and OCS). A vital exchange of ideas was accomplished in these classes and the program was determined a success. This action must therefore be limited in the future to dynamic group discussion topics such as "Race Relations."

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 20, Part B. Insure that all students coming to USAIS receive up-to-date information packets before they report to Fort Benning.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) Two basic means of providing students with advance information packets were employed during the test period. First, the Department of Non-Resident Instruction provided all registered colleges/universities PMS's with graduation/information packets to be distributed to the graduating cadets. Secondly, upon receipt of advance orders assigning an officer student to USAIS, an information packet was sent directly to the student. USAIS also dispatched letters to all major Army AG's requesting that USAIS be listed in the distribution section of orders. This procedure will facilitate receipt of advance orders in the future and should enable USAIS to dispatch advance packets in a timely manner.

3. REMARKS: Officer students (IOBC students in particular) have indicated that the packets provided are extremely useful and helpful. Despite the two means of early distribution of information packets, approximately 30% of the officer students continue to arrive without having received the information packets. Hopefully this problem will be eliminated when Army AG places USAIS on distribution for all ROTC graduate orders. Packets are issued to officer students immediately upon arrival at Fort Benning. Based on the success of this program, efforts are being initiated to furnish a similar packet for OCS and NCOC students.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 21, Part B. Incorporate an NCO panel discussion into IOBC on NCO-officer relations.
2. IMPLEMENTATION: (This action did not require VOLAR funds.) In January 1971, two test NCO panels were organized and presented to IOBC classes 10- and 11-71.
3. REMARKS: Conducting an informal seminar of this type assisted the newly commissioned officer in learning how NCO's view newly commissioned officers. It afforded both students and panel members the opportunity to exchange points of view on all aspects of the proper working relationship between an officer and NCO. It assisted the new officers in directing their thinking and planning on policies they must utilize when communicating with their subordinates. Based on the success of the initial 2 test classes this panel has been made a permanent part of the IOBC POI.
4. This action will be retained in the FY 72 test program.

1. ACTION: Item 22, Part B. Create a Student Affairs Division in the Office of the Secretary, USAIS (Item 34, OMA). The mission of this division is to watch over actions and procedures affecting student motivation, assist staff and faculty coordination of actions involving students' recommended actions to the Assistant Commandant, and publish a weekly student news bulletin.

2. IMPLEMENTATION: (Actual cost \$2,870) The Student Affairs Division, staffed by one Captain and one civilian clerk, was tasked with the responsibilities outlined in the action. These funds were expended to pay one civilian secretary from 27 Jan to 30 Jun. No additional VOLAR funds were utilized.

3. REMARKS: The Student Affairs Division acted as a focal point for students to submit suggestions and gain information on USAIS and the community. The newsletter provided the students with written information on current USAIS policy and items of interest in a palatable, usable form. The Division further provided the staff and faculty with current information on student wants, needs, and attitudes, and acted as a sounding board for contemplated actions involving students. This action was well received by students and the staff and faculty. The student can now go to one location for resolution of many problems.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 23, Part B. Insure that orientation for all newly commissioned officers attending IOBC includes sufficient information on customs of the service and standards of dress.
2. IMPLEMENTATION: (This action did not require VOLAR funds.) A personal guide pamphlet and a guide for students pamphlet was provided to each IOBC student upon arrival at USAIS. Each unit commander also briefed their students on customs of the service during the commander's initial orientation. Furthermore the IOAC sponsor was constantly available during the course to answer students questions concerning customs of the service in any aspect of life at USAIS.
3. REMARKS: The students were very receptive to the information pamphlets presented to them upon arrival at USAIS. The Commanding Officers briefing further allowed them to ask any questions they had concerning these positions. The knowledge of the basics of military courtesy and customs and the proper wearing of their uniforms gave the newly commissioned officers more confidence and pride in themselves while at USAIS.
4. This action will be retained in the FY 72 test program.

1. ACTION: Item 24, Part B. Establish sponsor program with IOAC students sponsoring IOBC students.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) Initially IOAC students were provided a handout explaining the sponsorship program and asking for volunteers. The IOAC volunteers were then paired with IOBC students in a ratio of one IOAC sponsor to five IOBC sponsorees. It was soon discovered that too often the sponsors met their sponsorees too late to help them with their in-processing problems. Too often the sponsors and sponsorees had no common interest other than the Army. There was also an interest problem concerning ADT officers. Consequently, an experimental program has been initiated where the IOBC students chose their sponsors. The volunteer IOAC sponsors meet the IOBC students on their first Tuesday at Fort Benning. The IOBC students selected the IOAC sponsor they desired.

3. REMARKS: This action provided the advantage of eliminating some of the fears of the newly commissioned second lieutenants concerning the Army. It also provided each IOBC student an opportunity to meet socially with experienced Army personnel. Furthermore, information was presented to IOBC students and their wives concerning policies and facilities at Fort Benning and in the Army. Through this program, 100% of IOBC students were enrolled in the sponsorship program, however, only about 50% made maximum use of this system. Approximately 45 to 60 IOAC students volunteered for this program during the test period. Approximately 70% of the IOBC students reported that they had benefited significantly from the sponsorship program.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 25, Part B. Insure students are issued all manuals and other study materials that they are required to use.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) The following procedure was developed and initiated during the test period. The School Brigade made a consolidated list of required manuals and study materials from all USAIS academic departments. These materials were then secured and separated into individual packets for issue to students, along with a checklist in order that any shortages might be immediately identified by the student. Each class commander then surveyed his class each month as to publications needed by the individual officer students. As shortages were noted, arrangements were made to distribute the required material.

3. REMARKS: This action provided an efficient initial issue operation, utilizing a minimum amount of time, people and effort. It also provided for an effective resupply of needed manuals. This system has proved efficient and applicable to this type of unit. Students responded favorably to the program.

4. This action was fully implemented and will not be retained in the FY 72 test program at USAIS.

1. ACTION: Item 26, Part B. Eliminate the requirement for IOBC officer students to march to and from classes on the main post.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) In January 1971, a USAIS memorandum was published authorizing all IOBC students to drive their POV's to resident classes of instruction on main post.

3. REMARKS: Basic students resented being marched to class. They often complained that such a practice presented a poor image of officer's life to the OC's, NCOC's and enlisted men on the post. The elimination of the requirement to march on main post was well received by the Basic officer student. Furthermore, it shifted the responsibility for the student to be in class on time back to the student where it belongs. The only disadvantage to the elimination of marching is that it curtails the opportunity for execution by the student of drill and command.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 27, Part B. Establish small discussion group classes (seminars) and increase use of peer instruction techniques on a subject case-by-case basis.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) Peer instruction and small group discussions were conducted in 85 USAIS resident problems presented by the Leadership and Bde and Bn Ops Departments during the VOLAR test period at USAIS. Also, an additional 23 problems presented by the above discussed departments were modified to employ various aspects of this technique.

3. REMARKS: Small group discussions have proven to be very successful and were well received by both student and instructors. They provided an opportunity for additional student participations and increased interest in subject matter. Peer instruction was extremely valuable and also was well received by the students and instructors as they afforded an opportunity for evaluation of the student performance by both groups.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 28, Part B. Reorganize the 2d Student Battalion, TSB, to strengthen its capacity to supervise officer students. The concept for reorganization includes direct supervision of IOAC and IOBC classes through separate battalion chains of command. IOAC and IOBC battalion commanders (LTC) will be directly responsible to the brigade commander and will supervise cadre company commanders and tactical officers (MAJ or CPT). There will be one tactical officer for every three IOAC classes and one tactical officer for each IOBC class. Tactical officers will be responsible for direct supervision of students.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) The 2d Battalion was reorganized in December 1970, with the IOAC students being placed in one battalion and the basic officer courses remaining in the other battalion.

3. REMARKS: This action has resulted in a more effective control and closer supervision of all officer students. A closer relationship now exists between students and their cadre officers. The reorganization allowed the cadre officers to more closely observe and control their units. The IOAC and IOBC students have commented on the increased interest in them shown by the cadre, since the reorganization occurred.

4. This action was fully implemented and therefore will not be retained in the FY 72 test program.

1. ACTION: Item 29, Part B. Publish weekly one-page student news bulletin for officer students.

2. IMPLEMENTATION: This action was initiated as a part of the Student Affairs Division (Item 22, Part B).

3. REMARKS: This action was evaluated as a part of Item 22, Part B.

4. This action will not be retained as a separate action in the FY 72 test program since it has been incorporated into Item 22, Part B.

1. ACTION: Item 30, Part B. Eliminate scheduling of examinations on days following night instruction.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) The USAIS Master Scheduling Boards were restructured in January insuring that examinations were not scheduled on days following night training.

3. REMARKS: This policy has been well received by all students as it insures adequate study time prior to an examination. This action has become an official policy at USAIS and a major effort was made during the VOLAR test period to insure that it was not violated due to scheduling conflicts.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 31, Part B. Provide more "Open Time" in IOBC and OCS by lengthening course or by eliminating some instruction not really essential.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) This action was implemented in conjunction with Item 1, Part B which required a reduction in the minimum number of scheduled hours per week in Army courses of instruction. USAIS master scheduling boards were resequenced in January 1971 to reflect an average of 7 hours open time per week in the IOBC and 9 hours per week in OCS. This was accomplished by careful evaluation of each POI to determine areas of instruction that could be reduced or eliminated while continuing to meet the course purpose.

3. REMARKS: This action was well received by OC and IOBC students. The additional open time enabled them to accomplish personal affairs during normal duty hours. It also afforded IOBC students an opportunity to further their studies by means of the voluntary selectives program offered on a scheduled basis during mid afternoon open time. A VOLAR evaluation study on these two courses revealed that the reduction in academic instruction did not significantly lower class academic averages and did significantly increase student morale.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 1, Part C (Item 64 OMA). Send Liaison Teams to Fort Ord and Fort Carson on a periodic basis.
2. IMPLEMENTATION: (Actual cost \$2,254) A USAIS Liaison Team was sent to Fort Ord on eight occasions and Fort Carson on one occasion during the VOLAR test period.
3. REMARKS:

a. Fort Ord implemented the Experimental Volunteer Army Training Program (EVATP) in Jan 71. The USAIS Liaison Training Team provided assistance with the POI for the EVATP, including the initiation of Mechanized Infantry Training, the formation of a hands-on, mastery type performance oriented teaching and testing procedures, formation of a diagnostic test, and an evaluation of the overall EVATP in a comparison test with a control unit at Fort Jackson. The EVATP has been in use for 23 weeks in training 800 draftees/enlistees.

4. b. Fort Carson was in Operational Readiness Testing (ORT) and they did not desire any assistance from USAIS on Basic Unit Training, so no additional USAIS training liaison visits were dispatched.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 2, Part C. Provide additional training to USAIS graduates enroute to Fort Carson and Fort Ord.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) A special day of training was presented to EIOBC 6-71 graduates on orders to Fort Ord and Fort Carson. This training included information packets on the two posts and 4 hours of additional maintenance training and specific leadership instruction on contemporary problems. The additional maintenance training was also made available to NCOC 11B graduates enroute to Fort Carson.

3. REMARKS: The initial program was successful and well received by the students. However, as Fort Ord and Fort Carson initiated VOLAR projects at their respective posts, much of the information presented at USAIS was duplicated. Also, the contemporary leadership problems became a part of the IOBC, OCS and NCOC POI's thus eliminating the value of the special class. Efforts are continuing to present additional maintenance training to selected students enroute to Fort Carson.

4. This aspect of the program will be retained in the FY 72 test program.

1. ACTION: Item 3, Part C. Provide assistance to Fort Carson training programs by forwarding instructional packets in the form of 16mm Kinescope recordings.

2. IMPLEMENTATION: (This action did not require VOLAR funds.) In Jan 71 USAIS dispatched a Liaison Instructor Team to Fort Carson. The division at Fort Carson, however, was conducting operational readiness training and did not desire USAIS assistance.

3. REMARKS: No evaluation could be made on this action since Fort Carson did not require USAIS assistance.

4. This action will be retained in the FY 72 test program in the event that at a later date Fort Carson may request USAIS instructional assistance to include 16mm Kinescope recordings.

1. ACTION: Item 4, Part C (Item 64, OMA). Establishment of a new additional skill identified (ASI) has been requested by USAIS to be used in conjunction with VOLAR mechanized infantry training conducted at Fort Ord. This ASI is to be awarded soldiers who successfully complete the 56 hours POI in mechanized training. Selected soldiers at Fort Ord will undergo this training immediately after completion of light weapons infantryman training (11B10).

2. IMPLEMENTATION: (Actual cost \$2,254) On 11 Mar 71, HQ DA, OPO authorized the awarding of a Special Qualification Identifier (SQI) in lieu of an ASI. The SQI "U" may be awarded to infantrymen who successfully complete the training in accordance with Chap 2, Sec IX, AR 600-200 and Sec X, AR 611-201. This program was implemented with the first group of EVATP trainees who underwent mechanized infantry training.

3. REMARKS: This program insures that mechanized infantry commanders now receive trained mechanized driver personnel. This program has been fully implemented and well received by commanders in the field.

4. This action has been fully implemented therefore it will not be retained in the FY 72 test program.

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1. ACTION: Item 5, Part C (Item 64 OMA). Send a USAIS Liaison Team to Fort Carson for the purpose of evaluating the basic unit training (BUT) for which USAIS has proponentcy. This evaluation would also include the incoming graduate of the Fort Ord experimental training program.

2. IMPLEMENTATION: (Actual cost \$2,254) A USAIS Liaison Training Team was sent to Fort Carson in Jan 71.

3. REMARKS: Fort Carson was conducting Operational Readiness Training during the VOLAR test period and therefore did not desire USAIS assistance for Basic Unit Training programs.

4. This action has been fully implemented and therefore will not be retained in the FY 72 test program.

1. ACTION: Item 6, Part C (Item 64 OMA). Provide advisory assistance to Fort Ord on changes and modifications of the BCT/Inf AIT program. Provide assistance on the ultimate evaluation of the experimental program.

2. IMPLEMENTATION: USAIS provided advisor assistance to Fort Ord in the BCT/Inf AIT areas during the eight liaison training team visits conducted during the test period discussed in Item 1, Part C.

3. REMARKS: USAIS was successful in providing assistance to Fort Ord personnel involved in the experimental Volunteer Army Training Program (EVATP) as discussed in Para III evaluation of Item 1, Part C.

4. This action will be retained in the FY 72 test program.

1. ACTION: Item 7, Part C (Item 53 OMA). Distribution of instruction packets on contemporary leadership problems.

2. IMPLEMENTATION: (Actual cost \$4,842) Instructional packets concerning contemporary leadership problems were under development at USAIS to be forwarded to CONARC during the VOIAR test period. However, in May 71, DA established the Emerson Board to study leadership throughout the Army. All USAIS activities related to this action were suspended pending the results of the Emerson Board Study. In Jun 71, USAIS was tasked by the Emerson Board to provide contemporary Leadership Instructional packets to the board for distribution at a CONUS-wide Leadership Seminar in July 71 at Fort Bragg.

3. REMARKS: Final evaluation of this action will be conducted after the program has been implemented by the Emerson Board.

4. This action will be monitored and evaluated in the FY 72 test project.

1. ACTION: Item 8, Part C (Item 64, OMA). Provide assistance to Fort Ord training program by forwarding instructional packets (ie. Race Relations). USAIS assisted Fort Ord in devising the 16-week experimental program which was implemented on 11 Jan 71. USAIS is responsible for devising a diagnostic test which is administered to all trainees during fill week. USAIS is responsible for providing end-of-block subject tests on all major subjects covered during the training cycle. Emphasis being on performance type tests (ie. first aid, drill, marksmanship, bayonet, etc.). USAIS is responsible for devising end-of-cycle proficiency type test, (ie. end of 8, 12 and 16 week).
2. IMPLEMENTATION: (Actual cost \$1,000) USAIS devised and forwarded the race relations instructional packets, the diagnostic test, all BCT end of block tests, and is presently finalizing the comparison tests for overall evaluation of VOLAR.
3. REMARKS: Data for these actions will be evaluated by HumRRO Division and forwarded to USAIS. Upon receipt of this information a final determination will be made concerning the effectiveness of these programs. The evaluation tests are presently being given to approximately 600 EVATP BCT and 180 Inf AIT trainees at Fort Ord and are now being given to approximately 200 BCT and 200 Inf AIT trainees at Fort Jackson. Also, all EVATP trainees have used the end of block tests. The diagnostic test was presented to one 800 man fill at Fort Ord but then discarded because it revealed that all trainees, regardless of educational background, should receive BCT.
4. This action will not be retained in the FY 72 test program.